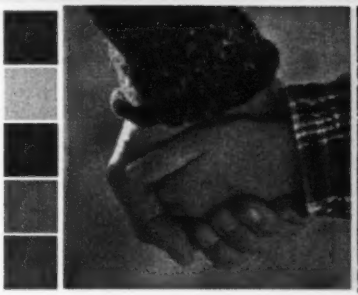
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada

Departmental Performance Report

For the period ending March 31, 2010

Citizenship and Immigration Canada



The Honourable Jason Kenney, PC, MP
Minister of Citizenship, Immigration and Multiculturalism

Canada

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Message from the Minister

I am pleased to present Citizenship and Immigration Canada's (CIC) *Departmental Performance Report* for 2009-2010.

Canada's recovery from the recent economic downturn continues to outpace other G7 countries. Immigration is playing an important role in that, and in helping to mitigate slowing labour force growth. Indeed, in the face of the recession, while other countries were cutting immigration, our Government maintained historically-high immigration levels. We welcomed more than half a million permanent and temporary residents in 2009. This represents one of the highest relative levels of immigration in the developed world.

We undertook important consultations with provinces, territories, stakeholders and the general public on how to better align our immigration intake with Canada's labour market needs. Following these consultations, we implemented a second set of Ministerial Instructions under our Action Plan for Faster Immigration. These will help reduce the backlog of federal skilled worker applications, better manage the volume of new applications and their processing times, and respond quickly to Canada's evolving labour market needs.

We proposed improvements to the Temporary Foreign Worker Program, including penalties for employers who fail in their commitments to their employees. We also made changes to the Live-in Caregiver Program to better protect these workers, and make it easier and faster for them and their families to obtain permanent residence in Canada. These changes include implementing the "Juana Tejada Law", which eliminates the requirement that caregivers undergo a second medical examination.

We introduced legislation to crack down on crooked immigration consultants who promote fraud in our immigration program, as well as victimize those who dream of immigrating to this great country. We also introduced legislation that will strengthen the value of Canadian citizenship by making citizenship more difficult to obtain—and easier to lose—through fraud, trickery and deceit.

In addition, we maintained our commitment to family reunification and humanitarian goals. Following the January 2010 earthquake in Haiti, for example, we helped families affected by the disaster to reunite through special immigration measures, and we fast-tracked the process to unite more than 200 adopted Haitian children with their adoptive parents in Canada. At the same time, we joined with the international community in imposing a moratorium on new adoptions out of Haiti.

We set out to fix Canada's broken asylum system, which was too vulnerable to abuse by bogus asylum claimants and human traffickers. Our balanced refugee reforms will give faster protection to genuine refugees fleeing persecution, and will make it easier to deport unfounded claimants who abuse Canada's generosity.

CIC officers serving overseas and in Canada made over two million decisions on immigration and citizenship applications. Public support that exists for high levels of legal immigration is testimony to their success at ensuring our immigration and citizenship laws are respected, that fraud and abuse of program integrity are minimized, and that our immigration system treats everyone fairly and in accordance with the rule of law.

We unveiled *Discover Canada: The Rights and Responsibilities of Citizenship*. This new citizenship study guide and its associated test focus on Canadian history, institutions and values, and emphasize the rights and responsibilities of citizenship. In addition to helping 150,000 newcomers prepare for their citizenship test, *Discover Canada* offers a valuable source of information for all Canadians. Since it was launched in November 2009, *Discover Canada* has, in fact, become one of the Government of Canada's most in-demand publications. CIC received 260,000 requests for printed copies, and a special audio version has been downloaded from our website more than 437,000 times since it was made available in April 2010.

We updated the Multiculturalism Program's objectives, placing greater emphasis on integration, which we are accomplishing through projects that promote cooperation and understanding between different religious and ethnic communities, a better understanding of Canadian history, civic pride and historical commemoration, and respect for our shared democratic values and historically grounded institutions. Through its new objectives, the Multiculturalism Program will help build an integrated, socially cohesive society, improve the responsiveness of institutions to the needs of a diverse population, and actively engage in international discussions on multiculturalism.

The Government of Canada is committed to helping newcomers settle and succeed. As the ability to speak one of our official languages is key to finding meaningful employment and successfully integrating into Canadian society, CIC launched an exciting pilot program to mail vouchers to newcomers in three provinces, encouraging them to have their language abilities assessed and to enrol in free language training. Language training vouchers empower newcomers by giving them more responsibility over who provides their language training, and encourage competition in the immigration settlement sector.

In addition, the Government signed a one-year extension to the *Canada–Ontario Immigration Agreement* that carries on our support for immigrant settlement programs. We also continued to develop a performance measurement strategy for settlement and integration programming to ensure that we are achieving the best possible results.

In November 2009, the federal, provincial and territorial governments launched the Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications, which sets forth a common approach to providing timely, consistent, transparent and fair assessment and recognition processes for internationally trained workers. In addition to the Framework, the Foreign Credentials Referral Office launched a number of initiatives in 2009-2010, including an employer's roadmap and professional occupation fact sheets designed to help employers and internationally trained workers better understand the foreign credential recognition process.

CIC is constantly working to transform and modernize how we do business. For example, this past year, CIC's e-suite of services was expanded beyond international students to allow temporary residents in Canada—including workers and visitors—to apply on-line for work permits, visitor records and post-graduation work permits.

Finally, in March 2010, we demonstrated our commitment to transparency and open government by posting our most requested statistics on our website on a quarterly basis. This initiative received praise from the Information Commissioner for exemplifying "the kind of proactive disclosure that I and my office have been promoting as an imperative to increase government accountability, efficiency and innovation."

These accomplishments could not succeed without the support and engagement of all CIC staff members. I want to thank employees of the Department for their ongoing commitment and dedication to the work that is crucial to Canada's continued strength as a strong, free and democratic country.

The Honourable Jason Kenney, PC, MP
Minister of Citizenship, Immigration and Multiculturalism

SECTION I — OVERVIEW

Raison d'être

In the first years after Confederation, Canada's leaders had a powerful vision: to connect Canada by railway and make the West the world's breadbasket and the foundation for the country's economic prosperity. Achieving this meant quickly populating the Prairies, leading the Government of Canada to establish its first national immigration policies.

Over the last 150 years, immigrants have been a driving force in Canada's nationhood and its economic prosperity—as farmers settling lands, as workers in factories fuelling industrial growth, as entrepreneurs, and as innovators who help make Canada competitive in the global, knowledge-based economy.

Responsibilities

Citizenship and Immigration Canada (CIC)[1] selects foreign nationals as permanent and temporary residents and offers Canada's protection to refugees. The Department develops Canada's admissibility policy, which sets the conditions for entering and remaining in Canada; it also conducts, in collaboration with its partners, the screening of potential permanent and temporary residents to protect the health, safety and security of Canadians. Fundamentally, the Department builds a stronger Canada by helping immigrants and refugees settle and fully integrate into Canadian society and the economy, and by encouraging and facilitating their ultimate acquisition of Canadian citizenship. To achieve this, CIC operates 46 in-Canada points of service and 86 points of service in 73 countries.

CIC's broad mandate is partly derived from the *Department of Citizenship and Immigration Act*. The Minister of Citizenship and Immigration Canada is responsible for the *Citizenship Act* of 1977 and shares responsibility with the Minister of Public Safety for the *Immigration and Refugee Protection Act* (IRPA), which came into force following major legislative reform in 2002. CIC and the Canada Border Services Agency (CBSA)[2] support their respective ministers in the administration and enforcement of IRPA. The organizations work collaboratively to achieve and balance the objectives of the immigration and refugee programs. In October 2008, responsibility for the administration of the *Canadian Multiculturalism Act* was transferred to CIC from the Department of Canadian Heritage. Under the Act, CIC promotes the integration of individuals and communities into all aspects of Canadian society, and helps to build a stronger, more socially cohesive society.

Jurisdiction over immigration is a shared responsibility between the federal and provincial governments under section 95 of the *Constitution Act, 1867*. Under IRPA and the *Department of Citizenship and Immigration Act*, the Minister of Citizenship and Immigration Canada, with the approval of the Governor in Council, has signed agreements with the provinces and territories to facilitate the coordination and implementation of immigration policies and programs.

[1] For more information on CIC's programs, see **www.cic.gc.ca**.
[2] For more information on CBSA, see **www.cbsa-asfc.gc.ca**.

CIC's Vision for a Stronger Canada

A safe and secure country with a shared bond of citizenship and values; a country that contributes to support our humanitarian tradition and draws the best from the world to help build a nation that is economically, socially and culturally prosperous.

CIC's Mission

CIC and its partners will build a stronger Canada by:

- Developing and implementing policies, programs and services that:
  - facilitate the arrival of persons and their integration into Canada in a way that maximizes their contribution to the country while protecting the health, safety and security of Canadians;
  - maintain Canada's humanitarian tradition by protecting refugees and people in need of protection;
  - enhance the values and promote the rights and responsibilities of Canadian citizenship; and
  - reach out to all Canadians and foster increased intercultural understanding and an integrated society with equal opportunity for all, regardless of race, ethnicity and religion.
- Advancing global migration policies in a way that supports Canada's immigration and humanitarian objectives.

Note: The Department's vision and mission were updated since the 2009-2010 *Report on Plans and Priorities* (RPP) was published to reflect the objectives of the Multiculturalism Portfolio.

Strategic Outcomes and Program Activity Architecture

CIC's three strategic outcomes (SO) describe the long-term results that the Department's programs are designed to achieve. The Department's current Program Activity Architecture (PAA), summarized in this subsection, is a reporting framework that provides an inventory of departmental program activities and links them to these strategic outcomes. The PAA also provides a foundation for financial and performance reporting to Parliament. In 2009-2010, CIC adjusted its PAA to include the Multiculturalism Portfolio.

Strategic Outcomes	Program Activities	Program Sub-activities
1. Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians	1. Immigration Program	1.1 Immigration Policy and Program Development 1.2 Selection and Processing of Permanent Residents 1.3 Processing of Permanent Resident Cards
	2. Temporary Resident Program	2.1 Temporary Resident Policy and Program Development 2.2 Selection and Processing of Temporary Residents
2. International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada	3. Canada's Role in International Migration and Protection	3.1 International Migration Policy Development 3.2 Contributions to International Organizations
	4. Refugee Program	4.1 Refugee Policy and Program Development 4.2 Selection and Processing of Resettled Protected Persons (Government-assisted Refugees and Privately Sponsored Refugees) 4.3 Processing of Asylum Applicants 4.4 Pre-removal Risk Assessment 4.5 Interim Federal Health Program
3. Successful integration of newcomers into society and promotion of Canadian citizenship	5. Integration Program	5.1 Settlement/Resettlement Policy and Program Development 5.2 Foreign Credentials Referral Office 5.3 Settlement Program 5.4 Grant to Quebec for the *Canada–Quebec Accord* 5.5 Immigration Loan Program 5.6 Resettlement Assistance Program
	6. Citizenship Program[a]	6.1 Citizenship Policy and Program Development 6.2 Citizenship Processing 6.3 Citizenship Promotion 6.4 Multiculturalism: Engagement and Inclusion
	7. Internal Services	7.1 Governance and Management Support 7.2 Resource Management Services 7.3 Asset Management Services

a After the Multiculturalism Portfolio was transferred to CIC from the Department of Canadian Heritage, CIC added 6.4 Multiculturalism: Engagement and Inclusion to the Citizenship Program. CIC revised its PAA in 2009-2010, with further adjustments to come into force in 2011-2012 to better reflect the Department's mandate, including identification of multiculturalism at the program activity level.

Performance Summary

Financial Resources ($ Millions)

Planned Spending	Total Authorities	Actual Spending
1,392.8	1,624.1	1,576.9

Human Resources (Full-time Equivalents)

Planned	Actual	Difference
3,946	4,451	(505)

Explanation of change: Total authorities included planned spending of $1,392.8 million plus $231.3 million provided through Supplementary Estimates and additional statutory requirements for a total of $1,624.1 million. The increased authorities included additional funding for settlement contributions, the new visa requirements for Mexico, backlog reduction, the Temporary Resident Biometrics Project, foreign credential recognition and temporary funding for IT infrastructure. Also included in the increased authorities are resources transferred from Canadian Heritage to CIC for the Multiculturalism Program and the Community Historical Recognition Program (CHRP), and funding to support Canada's initial response to the earthquake in Haiti.

Actual spending was lower than total authorities by $47.2 million. Operating resources totalling $26.0 million lapsed, primarily due to lower than projected costs for the new visa requirements for Mexico, reduced Interim Federal Health Program costs relating to CIC's response to the Haiti earthquake, and other general operating lapses. Lower than planned expenditures in Multiculturalism and CHRP grants and contributions programs resulted in $21.2 million in grants and contributions lapsing.

Strategic Outcome 1: Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians

Performance Indicator	Target	2009-2010 Performance
Income from all sources (investment, employment earnings, self-employment and employment insurance) for skilled worker principal applicants after three years compared to Canadian benchmark	Principal applicant income is stabilized and/or improved relative to the Canadian benchmark by 2012	The average income from all sources for skilled worker principal applicants three years after arrival has been rising steadily since 2005 (based on 2005, 2006 and 2007 tax years) relative to the Canadian benchmark.[3]

Program Activity	2008-2009	2009-2010				Alignment to Government of Canada Outcomes
	Actual Spending	Main Estimates	Planned Spending	Total Authorities	Actual Spending	Economic
1. Immigration Program	219.2	113.4	127.3	160.3	157.5	Strong economic growth
2. Temporary Resident Program	79.9	59.0	77.1	80.7	65.9	Strong economic growth
Total for SO 1	**299.1**	**172.4**	**204.4**	**241.0**	**223.4**	

[3] Source: Canada Revenue Agency (CRA) and Statistics Canada, Longitudinal Immigration Database (IMBD). For more information on the IMDB, please consult **www.statcan.gc.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=5057&lang=en&db=imdb&adm=8&dis=2**

Strategic Outcome 2: International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada		
Performance Indicator	**Target**	**2009-2010 Performance**
Number of protected persons and Convention refugees granted permanent residence	23,600-27,200 persons	Canada provided protection to 22,846 refugees in 2009.[4]
Percentage of positions initiated or supported by Canada that are eventually reflected in international policy debate	CIC responds to ad hoc requests; not possible to forecast demand accurately	Canada has successfully advanced acceptance of the principles of managed migration internationally. In particular, the development of the CIC–SEGOB (Mexico Interior Ministry) engagement has enhanced collaboration on migration; in addition, Canada has been assisting Mexico in developing themes in preparation for hosting the 2010 Global Forum on Migration and Development. CIC has chaired the Working Party on Migration of the Organisation for Economic Co-operation and Development for the past three years. This year, the Department participated in the "High-Level Policy Forum on Migration: Towards Responsive, Effective and Fair Migration Policies" in Paris in June 2009. At the 2009 Five Country Conference (FCC), CIC strongly promoted widening the scope to include strategic discussions on migration management. As a result, the United Kingdom added a migration management seminar to the FCC meeting planned for 2010 that it is hosting. With the European Commission, CIC has succeeded in both restarting and expanding high-level dialogue to include pre-policy discussion on the future of managed migration and information sharing. CIC was successful this year in proposing the creation of a Working Group on Budget Reform to examine how core functions are funded by the International Organization for Migration, consistent with the Government of Canada's own focus on measurable performance management. CIC played a critical role in negotiations that resulted in adoption by the Executive Committee of the United Nations High Commissioner for Refugees of a conclusion on protracted refugee situations. A conclusion is defined as an internationally agreed-upon set of standards.

Program Activity	2008-2009	2009-2010				Alignment to Government of Canada Outcomes
	Actual Spending	Main Estimates	Planned Spending	Total Authorities	Actual Spending	International
3. Canada's Role in International Migration and Protection	2.2	4.0	4.0	3.0	2.3	A safe and secure world through international engagement
4. Refugee Program	112.2	106.3	106.3	121.4	118.7	A safe and secure world through international engagement
Total for SO 2	**114.4**	**110.3**	**110.3**	**124.4**	**121.0**	

[4] Source: Citizenship and Immigration Canada, Facts and Figures 2009. For more information, please consult **www.cic.gc.ca/english/resources/statistics/menu-fact.asp**.

Strategic Outcome 3: Successful integration of newcomers into society and promotion of Canadian citizenship		
Performance Indicator	**Target**	**2009-2010 Performance**
Income from all sources (investment, employment earnings, self-employment and employment insurance) for all immigration categories after five years and after 10 years, compared to Canadian benchmark	Improvement in immigrant incomes relative to Canadian average by 2012	Immigrant income from all sources has steadily increased over the 2002 to 2007 period (the period for which the latest data are available) in comparison to the Canadian benchmark. The gap has narrowed between the immigrants in the after five years category and the Canadian benchmark. In 2002, the immigrant income from all sources averaged 72% of the Canadian benchmark and increased to 79% in 2007. The same can be said for the after 10 years category where the gap narrowed from 76% to 86%.[5]
Social participation measured by donor and volunteer rates	Maintain or improve on current levels of 80% giving and 20% volunteerism by immigrants	According to the 2007 Canada Survey of Giving, Volunteering and Participating, immigrants were slightly less likely to give to charities and nonprofit organizations than those who were Canadian-born (82% vs. 85%), but they gave noticeably larger amounts when they contributed ($505 vs. $423). On the volunteering front, immigrants were less likely than native-born Canadians to volunteer (40% vs. 49%). However, those immigrants who did volunteer contributed slightly more hours (171 vs. 163) annually. CIC has maintained its targets over the 2000-2007 period, the period for which the latest data are available.[6]
Increased participation of new and established Canadians in citizenship events	50 off-site[7] citizenship events annually by 2011	In 2009-2010, the Department delivered 429 off-site citizenship ceremonies, which represented approximately 29% of ceremonies. This represents an increase of nearly 10% from the previous year, due in part to the increased number of partnerships developed in the regions and in particular the work of the Institute for Canadian Citizenship (ICC). Initially the ICC partnered with Red Deer, Vancouver and the Greater Toronto Area (GTA), however, the ICC now works with most regional offices and provinces.

Program Activity	2008-2009	2009-2010				Alignment to Government of Canada Outcomes
	Actual Spending	Main Estimates	Planned Spending	Total Authorities	Actual Spending	Social
5. Integration Program	825.9	919.0	921.5	975.6	965.7	Diverse society that promotes linguistic duality and social inclusion
6. Citizenship Program	77.5	27.3	27.3	78.4	62.1	Diverse society that promotes linguistic duality and social inclusion
Total for SO 3	**903.4**	**946.3**	**948.8**	**1,054.0**	**1,027.8**	
7. Internal Services[a]	-	129.3	129.3	204.7	204.7	
Total Department Spending	**1,316.9**	**1,358.3**	**1,392.8**	**1,624.1**	**1,576.9**	

Note: For an explanation of variances by program activity, see Section II.

a Commencing in the 2009-2010 Estimates cycle, the resources for the Internal Services Program activity are displayed separately from other program activities; they are no longer distributed among the remaining program activities, as was the case in previous Main Estimates. This has affected the comparability of information by program activity between fiscal years.

[5] Source: CRA and IMDB **www.statcan.gc.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=5057&lang=en&db=imdb&adm=8&dis=2**

[6] Source: Statistics Canada, 2007 Canada Survey of Giving, Volunteering and Participating (CSGVP). For more information on the CSGVP, please consult **www.statcan.gc.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=4430&lang=en&db=imdb&adm=8&dis=2**.

[7] Since the number of on-site ceremonies varies from year to year, the original off-site ceremonies target of 50 in the 2010–2011 RPP was changed to a percentage (15%) to account for fluctuations.

Contribution of CIC Departmental Priorities to Strategic Outcomes

The following priorities continued to be the primary focus of the Department's management agenda in 2009-2010. These operational and management priorities supported the achievement of results for all seven of CIC's program activities, as the following describes in more detail.

Operational Priorities

Integrating Policy across Departmental Program Activities		
Type: Ongoing	**Status: Met all**	**Links to Strategic Outcome 1, 2 and 3**

CIC launched the 2010-2015 Strategic Plan in 2009-2010. This plan frames the Department's direction, links the work of each CIC employee to the Department's overall vision, and helps integrate programs and policies Department-wide. Furthermore, the Department's work to modernize the Immigration Program includes measures that have policy, operational, technological and service implications. In support of these efforts, federal–provincial–territorial (FPT) ministers responsible for immigration endorsed the development of a shared FPT vision for Canada's immigration system in early 2010, which will guide officials across the Department in achieving joint objectives for the Immigration Program.

CIC regularly undertakes medium-term planning exercises that bring together employees to support the development of horizontal and integrated policy initiatives. These exercises aim to identify trends and challenges that Canada will face in the next three to five years, in order to develop forward-looking, evidence-based policy directions and options for CIC's immigration, citizenship and multiculturalism programs. The Department also established new terms of reference for the Policy Committee to provide senior management with a collaborative and horizontal forum for discussion and decision making on policy issues and proposals that support departmental priorities.

CIC's Metropolis Project facilitates knowledge transfer of policy-relevant research between Canadian and international researchers and policy makers. The Project has seen increased interest and attendance at its international and national conferences where comparative research results and best practices are discussed. The Metropolis Project has informed strategic, integrated policy development through the transfer of research from the five Metropolis Centres of Excellence to CIC's program and policy branches.

Improving Client Service		
Type: Ongoing	**Status: Mostly met**	**Links to Strategic Outcome 1, 2 and 3**

In 2009-2010, CIC continued to deliver on its commitment to provide a transformed, innovative suite of programs and services. CIC focused on giving clients better self-service options through expanding web-based tools and introducing a new service declaration and service standards. CIC also continued testing its centralized intake vision and piloted initiatives to test shared responsibility with key stakeholders. Highlights of accomplishments include:

- expanding CIC's e-suite of services to allow temporary residents to apply on-line for work permits, visitor records and post-graduation work permits;
- posting a Service Declaration commitment including Phase I of CIC's Service Standards on the Department's website;
- testing an intake office for federal skilled worker applications and a "virtual" processing office in support of the Family Class movement from the Port-au-Prince mission–to date both offices have demonstrated the potential to centralize file creation and back-end processes such as fee reimbursement;
- undertaking a number of other projects in regions in Canada, as well as overseas, to move work to where additional officer resources were located in order to examine the potential to centralize decision making supported by place-based risk identification;
- expanding the Business Express Program (BEP) framework of the New Delhi mission to include temporary foreign workers, which shortened the processing time to days rather than months and also produced approval rates over 99 percent (a BEP was also established in Mexico, where 53 registered businesses had similar results to those obtained in New Delhi);
- establishing the Student Partners Program in 20 member colleges between missions in India and the Association of Canadian Community Colleges–the program is now expanding to more colleges;
- deciding to register all applications on receipt thereby having up-to-date information on these applications and better serving sponsors of CIC's Family Class movement;
- setting up a special unit in Nairobi to tackle the backlog of spousal and common-law partner cases, resulting in more visas issued in that category during the first half of 2010 (840) than during the full year of 2009 (683); and
- developing a streamlined approach to expedite the processing of applications for criminal rehabilitation, which will reduce waiting times for accepted applications from 24 months to 6 months and waiting times for rejected applications from 24 months to 12 months.

The reason this operational priority was "mostly met" is that the timelines for the web-based scheduling tool were revised to accommodate a change in scope, and the identification of partnership opportunities with other federal government departments is ongoing.

Management Priorities

Public Service Renewal		
Type: Previously committed to	**Status: Met all**	**Links to Strategic Outcome 1, 2 and 3**

Building on the momentum of the past two years, CIC has continued to work diligently on the four priority areas set for 2009-2010. CIC implemented an integrated approach to business and human resources planning; surpassed its post-secondary recruitment targets for the past three years; made significant progress with employee learning plans and leadership development programs; renewed its focus on the managers' community; and began modernizing its systems and exploring the use of new technologies.

CIC is committed to furthering its human resources renewal agenda to ensure that it continues to maintain a strong and diverse work force that excels in delivering CIC policies, programs and services, with the ultimate objective of building a stronger Canada. CIC's Public Service Renewal efforts continue to focus on ensuring that the Department has the specialized knowledge, technical competencies and skills needed to deliver its services at the highest level possible.

Global Case Management System		
Type: Previously committed to	**Status: Met all**	**Links to Strategic Outcome 1, 2 and 3**

The Global Case Management System (GCMS) is a critical component of the infrastructure that will help CIC continue to accomplish its strategic outcomes and priorities. The GCMS is a secure, reliable and efficient case management tool that will integrate citizenship and immigration data worldwide.

The GCMS was first deployed in 2004 for the Citizenship Program. Several challenges and complexities arose, leading CIC to re-evaluate strategies for completing the project and revise its go-forward plan. The revised plan was approved, and the GCMS is currently in the testing phase for the second release, which will focus on the overseas immigration program. This major Crown project has met all of its major milestones to date, allowing the Department to deploy on schedule within Canada in May 2010 and to the first international mission in June 2010.

Web of Rules		
Type: New	**Status: Met all**	**Links to Strategic Outcome 3**

In 2009-2010 CIC proceeded to reduce and streamline internal processes to strengthen accountability and increase efficiency and responsiveness through the following:

- The Foreign Credentials Referral Office (FCRO) has been working with CIC partners toward a more comprehensive service delivery approach, beginning with pre-arrival support to prospective immigrants that includes broader settlement planning to facilitate a seamless transition to Canada and the Canadian labour market. The FCRO is also building on CIC's systems development work to establish a platform to track results, in particular outcomes-based results.
- In 2009-2010, the Department tabled its action plan with the Treasury Board Secretariat outlining how it planned to contribute to the Government of Canada action plan to reform the administration of grants and contributions programs. CIC is implementing the modernized terms and conditions for its Settlement Program, which provides service provider organizations (SPOs) with more flexibility in delivery of contribution agreement programming. For example, simplified costing and reporting protocols are now in place and SPOs now have the option of negotiating a single contribution agreement, rather than multiple ones with CIC. The number of calls for proposals is being reduced, their content was refined to operate on consistent principles and be more transparent, and related service standards were developed and issued. The Department also strengthened its management control framework for grants and contributions, with a clearer oversight process and supporting tools.
- CIC initiated a policy renewal exercise to simplify its suite of management policies and make them more accessible. After developing an initial inventory of all existing CIC management policies, CIC adopted a common architecture for the renewal of management policy instruments that was approved.

Risk Analysis

CIC has continued to maintain high standards of risk management and mitigation through the use of its corporate risk profile (CRP), which it monitors quarterly. CIC's wide range of risk analysis tools and processes are incorporated through two of its operational priorities, integrating policy across departmental program activities, and improving client service. CIC has also implemented risk mitigation strategies within all of its major operational procedures. Through scheduled review and monitoring of the CRP and its integration with the business planning process, the organization is able to identify ways to strengthen mitigation strategies and overall risk management performance.

Global Competition and Immigration

Canada is facing increasing competition from other countries with managed migration systems, making it more challenging to attract the highly skilled immigrants Canada wants and needs. Further, in recent years, Canada's ability to deliver the most efficient immigration system has come under strain, with pressures such as large backlogs, lengthening wait times and, recently, the global economic downturn. Potential impacts of these challenges include the loss of a skilled work force that would weaken the Canadian economy. To compete for skilled immigrants throughout the world and mitigate against these challenges, CIC undertakes a range of initiatives that promote Canada as a destination of choice and adopts policies that encourage the retention of newcomers. For example, the Ministerial Instructions that came into effect in November 2008, which focused on 38 in-demand occupations, reduced the federal skilled worker backlog; and, with the introduction of the Canadian Experience Class, temporary foreign workers and international students are offered a more direct route to permanent residence. The new Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications was launched by the federal, provincial and territorial governments to help the integration of internationally trained workers into the Canadian work force. The federal, provincial and territorial governments work with key stakeholders to provide timely and consistent assessment and recognition processes of foreign qualifications.

Program Integrity and Security

Public and international confidence in the integrity of Canada's immigration program relies on CIC's ability to maintain an effective admission and selection process that also protects the health, safety and security of Canadians. The integrity of the Department's Immigration Program is put at risk through instances of misrepresentation, fraudulent documents and unscrupulous consultants. The impact of these challenges includes loss of public and international confidence in the Canadian system; the entry of individuals who pose health, safety and security risks; and ongoing increased abuse of the citizenship, immigration and refugee programs. CIC introduced a new Permanent Resident Card with enhanced security features, introduced visa requirements for citizens of Mexico and the Czech Republic, and made changes to the Canada-U.S. Safe Third Country Agreement to ensure that potential refugee claimants from countries under a temporary suspension of removals that arrive at a Canada-U.S. land border are turned back to the United States. CIC is continuing efforts to strengthen the integrity of its programs. As well, CIC introduced legislation in March 2010 to reform the refugee status determination system, which received royal assent in June 2010.[8] In the March 2010 Speech from the Throne,[9] the Government committed to taking steps to shut down unscrupulous immigration consultants and to introducing legislation to speed up the revocation of citizenship of those who have concealed war crimes. Significant work was undertaken in 2009-2010 to develop legislative proposals on immigration consultants and citizenship revocation.

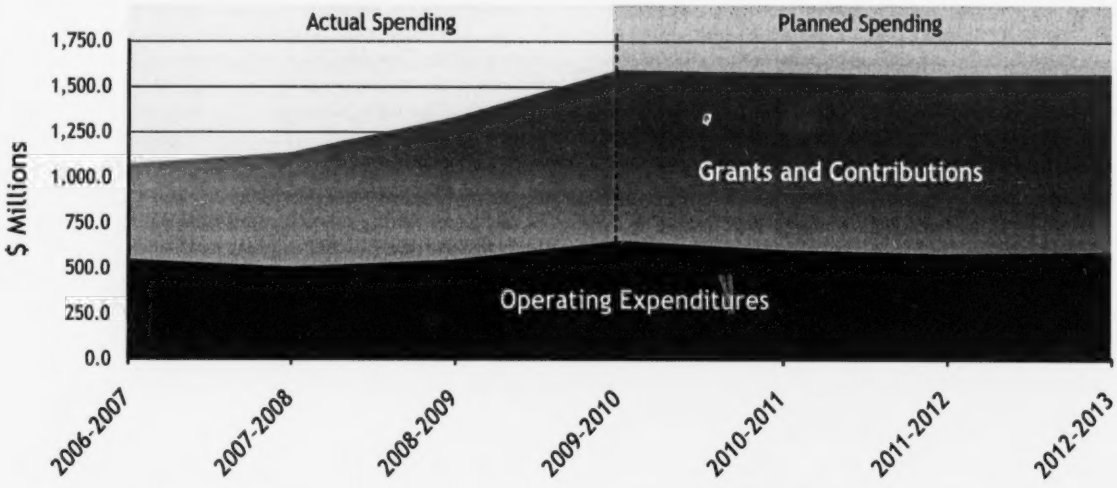
[8] For more information, please consult **www.cic.gc.ca/english/department/media/releases/2010/2010-03-29.asp**.
[9] For more information, please consult **www.speech.gc.ca/eng/index.asp**.

Expenditure Profile

Departmental Spending Trend

During 2009-2010, CIC spent $1,576.9 million to meet the objectives of its program activities.

The following graph illustrates CIC's spending trend from previous years and planned spending for future years to 2012-2013.



Grants and Contributions

Overall, grants and contributions spending increased significantly between 2006-2007 and 2009-2010, due to settlement contribution funding for all provinces and territories. There were also additional obligations under the grant for the *Canada–Quebec Accord* on immigration. Total grants and contributions funding is expected to stabilize in future years at approximately 63 percent of total planned spending.

Operating Expenditures

Despite increased funding for certain initiatives, the overall level of operating expenditures remains relatively constant. Additional operating funding has been provided, for example, for the Interim Federal Health Program, backlog reduction and the implementation of a visa requirement for Mexico. These increases, however, have been largely offset by the effects of government-wide reductions, transfers to other departments, and reductions due to forgone revenue.

Canada's Economic Action Plan

2009-2010 Financial Resources under Canada's Economic Action Plan ($ Millions)

Planned Spending	Total Authorities	Actual Spending
-	7.3	4.6

Actual spending was lower than authorities by $2.7 million, primarily due to delays in establishing contribution agreements with service providers.

Voted and Statutory Items ($ Millions)

Vote and Statutory Items (S)		2007-2008 Actual Spending	2008-2009 Actual Spending	2009-2010 Main Estimates	2009-2010 Actual Spending[a]
1	Operating expenditures[b]	435.3	478.1	447.4	558.3
5	Grants and contributions[c]	626.0	783.3	866.9	938.5
7	Debt write-off	1.6	-	-	0.8
(S)	Minister of Citizenship and Immigration – Salary and motor car allowance	0.1	0.1	0.1	0.1
(S)	Contributions to employee benefit plans	41.4	43.7	43.9	54.4
(S)	Refunds of amounts credited to revenues in previous years	15.0	11.7	-	24.8
(S)	Court awards	0.1	-	-	-
(S)	Loans to immigrants and refugees to facilitate the arrival of newcomers pursuant to section 88 of the *Immigration and Refugee Protection Act* (Non-Budgetary)	-	-	-	-
Total Department		**1,119.5**	**1,316.9**	**1,358.3**	**1,576.9**

a Total actual spending from the 2009-2010 Public Accounts. For an explanation of variances by program activity, see Section II.

b Total operating expenditures in 2009-2010 increased by $80.2 million over the previous year. This is mainly attributable to additional spending authorized for the Interim Federal Health Program, increased operating expenditures for programs transferred from Canadian Heritage, one-time spending for information technology infrastructure and citizenship backlog, and additional salary-related costs.

c Total actual spending on grants and contributions in 2009-2010 is $155.2 million higher than the previous year, primarily due to increasing obligations under the *Canada–Ontario Immigration Agreement* and the *Canada–Quebec Accord*, and new grants and contributions spending transferred from Canadian Heritage.

SECTION II — ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

The following section highlights the results achieved for each of CIC's three strategic outcomes and seven program activities. It also shows the Department's planned and actual spending for 2009-2010 by program activity. Activities that contributed to more than one outcome or that are Department-wide in nature are addressed in the subsection Other Items of Interest in Section III.

STRATEGIC OUTCOME 1: MIGRATION THAT SIGNIFICANTLY BENEFITS CANADA'S ECONOMIC, SOCIAL AND CULTURAL DEVELOPMENT, WHILE PROTECTING THE HEALTH, SAFETY AND SECURITY OF CANADIANS

Immigration is essential to Canada's economic development and plays a significant role in shaping Canadian society. It is to Canada's benefit to continue to promote Canada as a destination of choice for talent, innovation, investment and opportunity by welcoming hundreds of thousands of permanent residents, temporary foreign workers, international students and visitors to Canada each year. CIC's challenge is to manage this movement of people while balancing goals of economic, social and cultural development and protecting the health, safety and security of Canadians. In the face of considerable volumes of applicants in both the temporary and permanent immigration streams, CIC continues to explore strategies to manage the multiple priorities and goals of the Immigration Program.

The Action Plan for Faster Immigration[10] was introduced in the fall of 2008 and has seen significant progress toward the achievement of the Government of Canada's immigration goals. Skilled workers are selected based on their ability to work in Canada, because of arranged employment; prior experience in Canada as students or temporary foreign workers; or possession of skill and experience in one of the in-demand occupations. CIC has reduced the pre-February 27, 2008, backlog of federal skilled worker (FSW) applications by over 40 percent and issued more than 27,000 visas for new applications received after that date. As of March 31, 2010, the overall FSW inventory, which includes those applications received both before and after February 27, 2008, has been reduced by 16 percent. However, shifts in labour market projections, rising intake of new FSW applications and a desire to respond to comments by the Auditor General prompted an exploration of options to update Ministerial Instructions to ensure sustained progress on the Action Plan for Faster Immigration.

CIC maintained its commitment to family reunification. Following the January 12, 2010, earthquake in Haiti, CIC introduced special immigration measures[11] for those directly and significantly affected. CIC reunited families affected by the earthquake through early admissions and priority processing measures, as well as successfully uniting more than 200 children in the adoption process with their adoptive parents in Canada within 6 weeks. These efforts to reunite persons in situations of distress with their family members in Canada are part of the humanitarian tradition that CIC upholds.

CIC continued to consider requests for humanitarian and compassionate considerations. In addition, a public policy was developed to support special immigration measures to facilitate immigration to Canada for certain local staff supporting the Canadian military mission in Kandahar, Afghanistan.

Achievement of Immigration Levels for 2009

Each year, under section 94 of the *Immigration and Refugee Protection Act*, the Minister of Citizenship and Immigration Canada is required to table before Parliament an annual immigration plan outlining the total number of immigrants Canada aims to receive in the subsequent year. The projected admission range for 2009 was 240,000 to 265,000 and, at the end of that year, a total of 252,179 permanent residents had been admitted to Canada. This represents a 2-percent increase from 2008.

CIC maintained high immigration levels in 2009 in preparation for the forecast future declines in labour force growth. Immigration is projected to account for all net labour force growth in Canada within the next decade and all population growth within the next two decades. Economic immigration continued to account for roughly 60 percent of total admissions in 2009. The Department continued to balance economic, family reunification and humanitarian goals.

[10] For more information, see **www.cic.gc.ca/english/department/media/backgrounders/2009/2009-10-30.asp**.
[11] For more information, please consult **www.cic.gc.ca/english/department/media/releases/2010/2010-01-16.asp**.

New Permanent Residents Admitted in 2009, by Immigration Category
(Compared with the Immigration Plan)

Immigrant Category	2009 Ranges	Admitted	
		Number	Percentage[a]
Federal Skilled Workers	68,200-72,000	64,611	25.62
Quebec-selected Skilled Workers	28,100-29,100	31,351	12.43
Federal/Quebec Business	11,000-12,000	12,159	4.82
Live-in Caregivers	8,000-10,000	12,454	4.94
Provincial Nominees	20,000-26,000	30,378	12.05
Canadian Experience Class	5,000-7,500	2,545	1.01
Total Economic	**140,300-156,600**	**153,498**	**60.87**
Spouses, Partners and Children	50,000-52,000	48,021	19.04
Parents and Grandparents	18,000-19,000	17,179	6.81
Total Family	**68,000-71,000**	**65,200**	**25.85**
Government-assisted Refugees	7,300-7,500	7,425	2.94
Privately Sponsored Refugees	3,300-4,500	5,036	2.00
Protected Persons In-Canada[b]	7,000-9,000	7,204	2.86
Dependants Abroad	6,000-6,200	3,181	1.26
Total Protected Persons	**23,600-27,200**	**22,846**	**9.06**
Humanitarian and Compassionate – Public Policy	8,000-10,000	10,522	4.17
Permit Holders	100-200	112[c]	0.04
Total Other	**8,100-10,200**	**10,634**	**4.22**
TOTAL	**240,000-265,000**	**252,179[d]**	**100.00**

Source: Citizenship and Immigration, *Facts and Figures 2009* (www.cic.gc.ca/english/resources/statistics/menu-fact.asp)

a Percentage based on the actual total.

b "Protected Persons In Canada" refers to permanent residents in the refugee category who have had their refugee claims accepted and who subsequently applied for and were granted permanent resident status in Canada.

c This number also includes individuals in the categories Deferred Removal Orders and Post-determination Refugee Claimants in Canada.

d The total also includes category Not Stated.

Program Activity 1 – Immigration Program[12]

2009-2010 Financial Resources ($ Millions)

Planned Spending	Total Authorities	Actual Spending
127.3	160.3	157.5

Human Resources (Full-time Equivalents)

Planned	Actual	Difference
1,299	1,198	101

Explanation of change: Total authorities increased by $33.0 million over planned spending, primarily due to additional statutory requirements related to refunds of previous years' revenues for the Right of Permanent Residence Fee. Total authorities also include additional funding for collective agreements and other salary-related costs.

Actual expenditures were lower than total authorities by $2.8 million, due to lower than planned spending on backlog reduction.

Expected Result

The arrival of permanent residents who contribute to Canada's economic, social and cultural development; and the protection of the health, safety and security of Canadians

Performance Indicators	Targets	Performance Status	Performance Summary
Labour market participation—employment rates for very recent immigrants (individuals who have been immigrants to Canada for less than five years) compared with the Canadian average	Improvement in participation rate relative to Canadian average by 2012	Met all	The average labour market participation of very recent immigrants (individuals who have been immigrants to Canada for less than five years) increased slightly (from 58.4% to 58.6%) within the January 2009 to January 2010 period, whereas the average labour market participation of Canadian-born persons decreased within that same period (from 64.2% to 62.6%).[13]
Number of permanent resident arrivals by category according to Immigration Plan	Admission ranges are set in the 2009 Immigration Plan	Met all	CIC achieved the total admission range for 2009 based on the Immigration Plan. Of the 252,179 new permanent residents admitted, there is variance within the immigration categories. Economic immigration exceeded the admission range and accounted for the majority of admissions. Family Class and Protected Persons were slightly below the projected range. Humanitarian and Compassionate Grounds/Public Policy admissions exceeded the projected range.[14]
Number of inadmissibility reports resulting in removal orders against permanent residents	Anticipated: 300 orders (based on annual historical record)	Met all	There were 961 removal orders issued to permanent residents of Canada during 2009 as a result of an inadmissibility report prepared by the Department.

Performance Analysis

Work continued in 2009-2010 to modernize the Immigration Program within the context of broader service modernization at CIC. Detailed analysis on the effects of the November 2008 Ministerial Instructions gained momentum after the tabling of the Auditor General's fall 2009 report,[15] which raised concerns over the potential for the creation of new backlogs and lengthening processing times in the Federal Skilled Worker (FSW) Program. The analysis included consultations with provinces and territories, key stakeholders and the public in early 2010, as well as an options analysis that led to the publication of new Ministerial Instructions in the *Canada Gazette* on June 26, 2010.[16]

[12] For more information on CIC's Immigration Program can be found at **www.cic.gc.ca/english/department/paa/activity-01.asp**.
[13] Source: Statistics Canada, Labour Force Survey (LFS) April 2010. For more information on the LFS, please consult **www40.statcan.gc.ca/l01/cst01/other/lfs/lfsintro-eng.htm**.
[14] Source: Citizenship and Immigration Canada, *Facts and Figures 2009*. For more information, please consult **www.cic.gc.ca/english/resources/statistics/menu-fact.asp**.
[15] For more information, please consult **www.oag-bvg.gc.ca/internet/English/parl_oag_200911_01_e_33202.html**.
[16] For more information, please consult **www.cic.gc.ca/english/department/media/releases/2010/2010-06-26.asp**.

CIC continued to explore ways to improve the efficiency and effectiveness of business programs, in cooperation with the provinces and territories, particularly given the impacts of the inclusion of business streams under the Provincial Nominee Programs (PNPs). In Quebec, the *Canada–Quebec Accord* requires that certain elements of the business programs be harmonized.

In 2009-2010, the first-ever Provincial Nominee Agreement with the Northwest Territories was signed. Canada has now signed PNP agreements with nine provinces and two territories, giving them the authority to nominate for permanent resident status foreign nationals who will help meet their specific economic needs. CIC co-chairs a federal–provincial–territorial working group on economic immigration that promotes the exchange of views and information on the PNP and other areas of mutual interest.

Work is continuing on an evaluation to assess the early outcomes of skilled worker immigrants selected under the new criteria introduced in the *Immigration and Refugee Protection Act* in June 2002, with results expected in fall 2010. This evaluation will provide the first comprehensive data on how the program is performing and point to priorities for change to ensure this program meets Canada's economic needs.

CIC continued to propose regulatory changes to the *Immigration and Refugee Protection Regulations* that aim to improve the integrity of the Family Class program. CIC also developed legislative and regulatory proposals to address the alleged misconduct of immigration consultants.

CIC continued to work with the Canada Border Services Agency (CBSA), the Royal Canadian Mounted Police and the Canadian Security Intelligence Service (CSIS) to ensure appropriate background screening of immigrants for security and criminality. A particular focus has been on ensuring appropriate screening of applicants under the Afghanistan special measures public policy initiative. The relationship with CIC's security partners focused on enhancements by tightening or loosening screening requirements based on the ongoing assessment of the security environment, and seeking ways to streamline screening. CIC has also been supporting CSIS through presentations to new CSIS recruits to ensure that they have a better understanding of the citizenship and immigration process.

The Permanent Resident Card is the official proof of permanent resident status and continues to be a key part of the Government of Canada's commitment to border security. In practical terms, the card provides an effective and reliable verification of a traveller's status. The new version of the Permanent Resident Card was first issued on August 24, 2009. The design has been refreshed incorporating state-of-the-art security features so that it continues to safeguard the integrity of Canada's immigration programs and fully complies with International Civil Aviation Organization requirements.

Lessons Learned

Despite the continued economic downturn, interest continues to grow in the Immigrant Investor Program, resulting in growing inventories of applications. The approval rates for Business Class immigrants, however, remain low (approximately 50 percent). CIC will continue to propose regulatory changes to the *Immigration and Refugee Protection Regulations* that aim to improve the alignment of program outcomes with program objectives.

The increase in provincial nominees is an indication of the growing importance of the program in meeting the specific economic needs of the provinces and territories. The admission range for provincial nominees in the 2010 annual levels plan has been increased to accommodate further growth in this program. In fall 2010, CIC will begin a national evaluation of the PNP to determine if the program is meeting its objectives.

As noted above, an evaluation is currently under way on the Federal Skilled Worker Program, with a final report now expected in fall 2010. This will be the first formal evaluation of the points system since implementation of the *Immigration and Refugee Protection Act* in 2002.

Benefits for Canadians

Canada and the Canadian economy benefit from the Immigration Program when immigrants in the economic stream have skills that align with Canada's labour market needs. New immigrants enter the Canadian labour market more quickly, benefiting employers by reducing waiting times for workers with skills that are in demand. Canadians and permanent residents benefit when they are able to reunite with close family through family sponsorship. Immigrants' economic success can foster a sense of belonging in Canadian society, which results in more meaningful social and cultural contributions. Through family sponsorship, Canadians and permanent residents are able to reunite with family members.

Recent changes will strengthen Canada's economy by more effectively targeting the skills needed by Canadian employers, decreasing the federal skilled worker backlog and admitting more quickly those individuals with needed skills.

Program Activity 2 – Temporary Resident Program[17]

2009-2010 Financial Resources ($ Millions)

Planned Spending	Total Authorities	Actual Spending
77.1	80.7	65.9

Human Resources (Full-time Equivalents)

Planned	Actual	Difference
700	571	129

Explanation of change: Total authorities increased by a net amount of $3.6 million over planned spending primarily due to funding for new visa requirements.

Actual spending was $14.8 million less than total authorities, primarily due to lower than planned spending on the new visa requirements for Mexico and delayed spending on the Temporary Resident Biometrics Project.

Expected Result

The arrival of temporary residents who contribute to Canada's economic, social and cultural development; and the protection of the health, safety and security of Canadians

Performance Indicators	Targets	Performance Status	Performance Summary
Number of foreign workers by skill level (arrivals)	Anticipated demand: 125,000 to 150,000 persons	Exceeded	Anticipated demand was exceeded (178,478) due to higher than expected need for foreign workers by employers, including in managerial and highly skilled occupations, despite the recent economic slowdown. Further, there was increased participation by foreign youth in the International Exchange Canada cultural exchange program of the Department of Foreign Affairs and International Trade.[18]
Number of foreign students by level of education (arrivals)	Anticipated demand: 75,000 to 78,000 persons	Exceeded	In 2009, anticipated demand was exceeded, with the arrival of 85,140 international students in Canada.[19]
Number of visitor visas issued	Anticipated demand: 820,000 visas	Mostly met	In 2009, Canada issued visitor visas and extensions to approximately 790,000 persons. The number of visitor visas issued in 2009 as a proportion of temporary resident applications processed remains high and similar to the number issued in 2008.
Number of temporary resident applications processed by category	Anticipated demand: • 380,000 temporary foreign worker applications; • 160,000 foreign student applications; • 1,025,000 visitor visa applications	Mostly met	In 2009, CIC processed to a decision almost 1.6 million applications (in persons) for temporary residence. This included 376,646 temporary foreign worker applications, 195,890 student applications and 1,021,111 visitor visa applications.[20]

[17] More information on CIC's Temporary Resident Program can be found at **www.cic.gc.ca/english/department/paa/activity-02.asp**.

[18] Source: Citizenship and Immigration Canada, *Facts and Figures 2009*. For more information, please consult **www.cic.gc.ca/english/resources/statistics/menu-fact.asp**.

[19] Source: Citizenship and Immigration Canada, *Facts and Figures 2009*. For more information, please consult **www.cic.gc.ca/english/resources/statistics/menu-fact.asp**.

[20] Source: Citizenship and Immigration Canada, Quarterly Administrative Data Release. For more information, please consult **www.cic.gc.ca/english/resources/statistics/data-release/2010-Q1/index.asp**.

Performance Analysis

In 2009, CIC processed to a decision (including positive, negative and withdrawn) almost 1.6 million applications (persons) for temporary residence. It also issued more than 1,053,000 visas, permits and extensions to support the high numbers of temporary residents admitted. In 2009-2010, CIC expanded the range of temporary resident applications that could be submitted electronically. Applicants who submitted electronically exceeded initial projections and their numbers continue to grow.

It is important to highlight that entries under temporary resident streams (workers, international students and visitors) are driven by demand and fluctuate from year to year. In 2009, CIC received visitor visa applications from over one million people, temporary foreign worker applications from almost 377,000 people, and student applications from about 196,000 people. Applications in temporary streams are often time-sensitive, and there are no planned targets (e.g., minimum or maximum number of arrivals) nor is there a mechanism to limit the number of applications received. As a result, changes in volumes for temporary streams can affect CIC's overall processing capacity, increase processing times and constrain the ability to deliver on permanent resident targets. To ensure CIC delivers on permanent resident targets, CIC assigns locally engaged staff and temporary duty resources to alleviate additional seasonal pressures in the temporary resident streams.

After CIC imposed a visa requirement on Mexico in July 2009, CIC opened three visa application centres (VACs) in Mexico to enhance client service. VACs, managed by specialized commercial or service provider organizations, make services more accessible to clients; VAC services complement the services offered at Canadian visa offices. A VAC was also opened in Colombo, Sri Lanka, in June 2009 to deal with visa applications in that country.

In response to labour market demand, and further to the Government of Canada's commitment in *Advantage Canada*[21] to improve the Temporary Foreign Worker Program to respond to employer needs, Canada welcomed 178,478 temporary foreign workers in 2009. While this number exceeds projected demand for 2009 (125,000–150,000), it nonetheless represents a 7-percent decrease from the number of temporary foreign workers in 2008 (192,519). This is probably due to the economic downturn resulting in less employment demand.

CIC continued to work with a range of partners on key issues related to the Temporary Foreign Worker Program. CIC and Human Resources and Skills Development Canada (HRSDC), in consultation with CBSA, prepared a package of regulatory amendments to establish authorities to help improve worker protection and ensure employer compliance with program requirements. The proposed regulatory changes were republished in the *Canada Gazette* for public comment. The development of changes to the Live-in Caregiver Program[22] improved protections for these temporary foreign workers as well. Bilateral agreements to improve cooperation on issues related to the program have been signed with Ontario and Alberta, and negotiations are under way with other provinces and territories. The work of the Labour Mobility Working Group under the Canada–Mexico Partnership continued with the implementation of pilot projects to facilitate the movement of workers from Mexico in the tourism/hospitality and construction sectors.

CIC set up an array of services to facilitate the temporary resident application and entry process for those participating in and working at the 2010 Olympic and Paralympic Winter Games. Supported by a framework of amended legislation, policies and procedures, this included:

- the development of a unique identity card that could be used as a multiple-entry visa;
- prescreening and system identification of approved applicants for facilitating border services;
- a special process focused on volunteer/unpaid workers; and
- a streamlined interdepartmental process for labour market opinions.

The efficient processing of an estimated 5,680 applications of the primary work force for the Games contributed to the overall success of these events. The facilitated processing of large numbers of applications for this work force was required, before and during the Games, to organize and coordinate the Games. This event demanded unprecedented planning, preparation, outreach and operational restructuring. CIC, in collaboration with its partners, used its funding to maximize client service by modifying its approach for processing work permits and incorporating features that covered client needs that could arise after entry into Canada (e.g., Social Insurance Number issuance, taxes, varying work dates).

[21] For more information, please consult **www.fin.gc.ca/ec2006/plan/pltoc-eng.asp**.
[22] For more information, please consult **www.cic.gc.ca/english/work/caregiver/index.asp**.

International students bring significant economic benefits to Canada. A 2009 study commissioned by the Department of Foreign Affairs and International Trade found that international students in Canada contribute more than $6.5 billion a year to the Canadian economy through living expenses, tuition fees and other education-related expenses. The number of international students seeking education in Canada continues to grow. In 2009, 85,131 new international students entered Canada, representing a 7-percent increase from the previous year's total of 79,536. Students at the post-secondary level make up the majority of new student flows, representing over half of all international students in Canada in 2009.

International students also represent a significant pool of workers during their stay in Canada, through their participation in work permit programs for international students. These include the Off-Campus Work Permit Program, a national program that allows international students at public colleges and universities, and some private degree-granting schools, to seek work off-campus, and the Post-Graduation Work Permit Program, which allows graduates from participating post-secondary institutions to gain valuable Canadian experience for up to three years. By providing them with opportunities to obtain work, international students gain the experience needed to apply for permanent resident status through the Federal Skilled Worker or Canadian Experience Class programs.

In collaboration with partners, CIC continued to successfully deliver key initiatives to help Canada maintain its competitive edge in attracting and retaining international students. After some policy and operational changes in 2008, demand for work permits increased, with 17,192 off-campus work permits and 15,432 post-graduation work permits issued in 2009—a 60-percent increase over 2007. In addition, on-line applications were made available for study permit extensions in Canada, off-campus work permits, post-graduation work permits and work permits for spouses of international students.

Budget 2008[23] addressed Canadians' concern for border integrity and security by providing funding to introduce the use of biometrics data to verify the identity and travel documents of foreign nationals in the visa-issuing process. In 2009-2010, the Temporary Resident Biometrics Project extended its planning stage by one year to further elaborate requirements, engage industry and identify the best service delivery model. It is expected that this delay will be recovered during the implementation phase of the project, delivering the project on schedule in late 2012-2013. As a Treasury Board requirement, the project received its Amended Preliminary Project Approval in 2009-2010.

Lessons Learned

CIC has taken steps in response to recommendations from the Office of the Auditor General to implement mechanisms that would better ensure the integrity of the Temporary Foreign Worker Program and the protection of workers. Regulatory changes proposed in 2009 included introducing enhanced monitoring of employers' compliance with program requirements and allowing the refusal of service in instances where the requirements have not been met.

Through the facilitation of temporary work permits for the 2010 Olympic and Paralympic Winter Games, CIC learned how to analyze peripheral work groups associated with large events that may require attention apart from the primary work force of the organizing committee. Many of these lessons will be helpful in planning for future large international sporting events, such as the 2015 Pan American Games in Toronto.

Benefits for Canadians

Canada continues to benefit from the contributions of temporary foreign workers, international students and visitors to our economy, society and culture. The high number of temporary foreign workers admitted has helped to generate growth for a number of Canadian industries by meeting short-term and acute labour needs that could not easily be filled by the domestic labour force. International students contribute economically as consumers and help to enrich the fabric of Canadian society and culture through their diverse experiences and talents. Once experienced and trained in Canada, certain temporary workers and international students represent a key talent pool to be retained as permanent residents through programs like the Canadian Experience Class. Tourists create a demand for services in the hospitality sector, and Canadian businesses capitalize on the specialized expertise of business visitors.

By strengthening identity management, the Temporary Resident Biometrics Project will enhance the security of Canadians by ensuring that only legitimate applicants gain entry to Canada and identifying criminals applying to re-enter Canada; improve the integrity of the Temporary Resident Program through enhanced admissibility screening; and facilitate processing of legitimate clients through biometric identifiers.

[23] For more information, please consult **www.budget.gc.ca/2008/home-accueil-eng.html**.

STRATEGIC OUTCOME 2: International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada

Canada has played a leading role in bringing international attention to and advancing the international discussion on protracted refugee situations. More and more of the world's refugees are in situations of displacement for longer periods of time with no prospect of resolution. In 2009, Canada worked very closely with the United Nations High Commissioner for Refugees[24] (UNHCR) and other states, playing a leading role in international negotiations, to draft a UNHCR Executive Committee conclusion on protracted refugee situations. By adopting this conclusion, the international community has signalled that it recognizes the importance of taking action to address these situations. Canada continues to apply the conclusion in a concrete manner through its commitment to resettle 5,000 Bhutanese out of Nepal over a three-year period, the second largest commitment in the world (after the United States and equal to Australia's commitment).

Canada continues to maintain one of the world's largest refugee resettlement programs, second only to the United States. Out of more than 20 resettlement countries, Canada alone annually resettles 10,000 to 12,000—or one out of every 10—of the refugees resettled globally. In response to ongoing domestic and international appeals for additional resettlement support to Iraqi refugees, the Department committed to increasing the number of resettlement spaces made available for this vulnerable population. Additionally, CIC conducted its first-ever on-line public consultations in 2009 on the immigration levels and mix, which included refugee stakeholders, leading to more informed planning for 2010 regarding specific refugee arrival objectives. Mission-specific targets were increased for African, Iraqi and Iranian refugees for 2010 while CIC maintained a global program as requested by stakeholders.

One area of concern for Canada's resettlement program has been the health needs of refugees arriving from extended periods of exile or from particularly traumatizing refugee situations. In 2008, CIC piloted a new tool to assess and capture information about refugees' health needs that could affect their settlement experience; the Department expanded this pilot in 2009 to refugees resettled out of Syria, Jordan and the Horn of Africa.

Program Activity 3 – Canada's Role in International Migration and Protection

2009-2010 Financial Resources ($ Millions)

Planned Spending	Total Authorities	Actual Spending
4.0	3.0	2.3

Human Resources (Full-time Equivalents)

Planned	Actual	Difference
18	7	11

Explanation of change: Total authorities were $1.0 million lower than planned spending, due to internal transfers to other program activities.

Actual spending was $0.7 million less than total authorities, primarily due to unspent funding for the International Organization for Migration contribution.

[24] For more information, please consult **www.unhcr.org/cgi-bin/texis/vtx/home**.

Expected Result Canada influences the international policy debate as part of its responsibilities with respect to international migration and refugee protection			
Performance Indicators	**Targets**	**Performance Status**	**Performance Summary**
Number and description of Canada's participation in international meetings and events	CIC responds to ad hoc requests; not possible to forecast demand accurately	Met all	CIC's Minister met with officials from 12 countries and with a number of international organizations (compared to five such meetings in previous years). The Minister also travelled to France and the United Kingdom to meet with counterparts. Subsequent meetings were held with France to discuss issues such as integration, selection, refugee reform and radicalization. Canada continued to play a leading role in the Global Forum on Migration and Development, a major global process that brings together more than 160 countries to discuss issues related to migration, development and human rights. In 2010 Canada worked closely with Mexico, which will host this year's Forum. Canada continued to participate as an active member of the international resettlement community and hosted the 2009 Anti-Fraud Experts Group. Assistance and cooperation with community organizations and other states interested in expanding their own refugee protection capacity continued in 2009 in this regard; Japan and Brazil benefited from Canadian expertise in refugee resettlement. Canada participates in all UNHCR Standing Committee and Executive Committee meetings, sending mission and headquarters staff. Canada contributed to the High Commissioner's Dialogue on International Protection, which focused on the subject of urban refugees in 2009. In June 2009, Canada hosted the meeting of the Five Country Conference in Ottawa. CIC plays a lead role in several multilateral fora.[25] Bilaterally, CIC continued to build relations and advance Canadian priorities through engagement with officials from eight countries.[26]
Number and description of new or renewed international agreements and/or other arrangements led, undertaken or established (multilateral, regional, bilateral, including international organizations)	CIC responds to ad hoc requests; not possible to forecast demand accurately	Met all	Canada and Mexico launched ongoing high-level dialogue through the CIC-SEGOB (Mexico Ministry of Interior). Canada accepted the role of co-chair on the Migration Committee at the Organization of American States. Canada agreed to provide technical assistance to Argentina and Costa Rica on immigration and refugee protection issues. In Europe, CIC revived the high-level Joint Consultations on Migration and Asylum with the European Commission and widened the scope to include discussion of information sharing, future of migration and visas, as well as economic impacts of migration. CIC contributed extensively to Canada's preparation and response to the United Nations (UN) Universal Periodic Review process. CIC contributed to Canada signing the UN Declaration on the Rights of Disabled Persons. At the 64th UN General Assembly, CIC provided extensive input to develop Canada's position on resolutions related to the Convention on the Elimination of All Forms of Discrimination against Women, counterterrorism, and the protection of migrants. In the World Health Organization, CIC contributed to Canada's input into the code for ethical recruitment of health officials.

[25] For example, the International Organization for Migration, the Intergovernmental Consultations on Migration, Asylum and Refugees, Regional Conference on Migration of the Organization of American States, and the Task Force for International Cooperation on Holocaust Education, Remembrance, and Research.

[26] They are the United States, Mexico, Honduras, Australia, New Zealand, South Africa, the Netherlands and the United Kingdom.

Performance Analysis

In 2009-2010, CIC advanced, led and coordinated Government of Canada positions and activities related to international migration policy. The Department also interacted with representatives of foreign governments and international stakeholders in presenting and promoting Canadian positions on migration issues. Annually, CIC continues to participate directly or by assisting other departments in roughly 80 international migration-related events, including summits, working group meetings, workshops and seminars. Through the Interdepartmental Migration Group and other consultation, CIC provided counsel on migration issues to a wide range of departments.[27] Finally, CIC continued to work closely with partner departments in managing Canada's relationship with the UNHCR for all refugee-related issues.

The Migration Policy Development Program (MPDP) continued to provide funding to organizations active in the areas of migration policy development and research, promote research activity and public discussion on migration issues, encourage information exchange between states, and strengthen intergovernmental relationships and international networks.

CIC made significant progress with its strategy for international engagement, approved by senior management early in 2010. The strategy is a vehicle for overseeing organization and management of international activities, establishing guiding themes, setting priorities, and developing systems to share migration information and intelligence.

To meet the priorities identified in the strategy, CIC:

- cooperated with U.S. counterparts on developing a strategic approach to screening entry to North America;
- worked to maintain and strengthen a positive relationship with Europe in the face of challenges arising from visa requirements for the European Union members;
- led interdepartmental efforts to advance cooperation between Canada and Mexico; and
- continued deliberate and assertive participation in selected international processes such as the Global Forum on Migration and Development, International Organization for Migration, Intergovernmental Consultations on Migration, Asylum and Refugees, United Nations General Assembly, the UNHCR, and Organisation for Economic Co-operation and Development to influence the agenda of these organizations consistent with Canada's interests.

Canada continued to work through the Working Group on Resettlement to advance CIC's interest in expanding resettlement space in other countries. Canada's reputation for solid settlement support for resettled refugees was again demonstrated in 2009. CIC's funding to a Canadian non-governmental organization (NGO) resulted in assistance to a Brazilian NGO engaged in supporting refugees arriving in that country. In 2009, CIC participated in exchanges with the Government of Japan as it undertook to establish a new resettlement program. Inaugurated in 2009, this is the first such program in the region that could lead to a future expansion of protection space through resettlement in Asia.

Lessons Learned

The international migration agenda has expanded considerably over the past few years. The Global Forum on Migration and Development brings with it, for the first time, a global discussion on migration issues. CIC was closely involved since the inception of the Forum to give practical, state-based direction to these discussions and to give voice to the full range of global migration issues, not just the restricted view of movement from developing to developed countries.

At the same time, CIC continues to participate actively in the more contentious discussions within the United Nations. Major factors like demographic change, emerging economies and new technologies are beginning to have a sizable impact on patterns of migration and on assumptions related to labour supply and demand. This in turn is fuelling an increase in international discussion of the nature of migration itself and the capacity of governments to manage migration. To respond to this increased complexity, CIC needs take a more strategic approach to overseeing its engagement in international discussions to ensure that its objectives are carefully formulated and advanced in international fora and, more basically, to manoeuvre its way through the glut of migration-related activities. With the explosion of information surrounding migration, there is also a need to develop better ways of managing and sharing this information with colleagues.

Canada's ability to influence the international community to expand protection space through resettlement highlights the importance of developing a longer-term agenda and strategy focused on particular countries and in cooperation with the UNHCR. In 2010, Canada, with the UNHCR and others, will undertake a review of the structure and format of annual tripartite consultations on resettlement to ensure concrete bilateral relationships can continue to be developed that will lead to the expansion of protection space.

[27] For example, CIC counselled Canadian Heritage, the Canadian International Development Agency, the Canada Border Services Agency, the Department of Foreign Affairs and International Trade, Human Resources and Skills Development Canada, Health Canada, and Public Safety Canada.

Benefits for Canadians

Through active and targeted engagement bilaterally, regionally, and in international fora, Canada can promote and protect its economic, social and cultural interests, as well as the capacity to travel and conduct trade internationally. Policies and programs that affect the international movement of people—across Canada's borders and outside them—have a direct bearing on the safety and security of Canada and Canadians at large, whether they are at home or travelling abroad.

Canada, as a recognized international leader in migration management, has the opportunity and responsibility to play a strategic role in influencing the global dialogue on migration.

Canada demonstrates leadership in the areas of immigrant selection and integration, citizenship, refugee protection, human rights and the promotion of cultural diversity.

Canada's experience and commitment represent an extremely important contribution to a global discussion on migration, particularly in light of less experienced voices, many of which are impatient with migration's binding system of rules, that have recently come to the table. At the same time, Canada's participation in the international agenda on migration can contribute to future policy development at home. Through awareness of changes taking place in other countries, some of which are important as source countries for immigrants, through sharing views with officials in other countries who are also looking at innovative approaches to policy, CIC is able to keep its policy makers informed about important developments elsewhere. Finally, Canada needs to maintain close involvement with its key bilateral allies to ensure that its immigration policy continues to work toward its wider interests.

Program Activity 4 — Refugee Program[28]

2009-2010 Financial Resources ($ Millions)

Planned Spending	Total Authorities	Actual Spending
106.3	121.4	118.7

Human Resources (Full-time Equivalents)

Planned	Actual	Difference
153	307	(154)

Explanation of change: Total authorities increased by $15.1 million over planned spending, primarily due to an internal transfer to support the Interim Federal Health Program and funding provided through Supplementary Estimates for Canada's response to the Haiti earthquake.

Actual spending was $2.7 million less than total authorities, primarily due to lower than projected costs for the Interim Federal Health Program related to CIC's response to the Haiti earthquake.

Expected Result

Persons in need of protection and Convention refugees[29] are protected by Canada by upholding our international obligations and humanitarian traditions, while protecting the health, safety and security of Canadians

Performance Indicators	Targets	Performance Status	Performance Summary
Number of protected persons and Convention refugees granted permanent residence by category	*Target ranges for 2009*: Government-assisted Refugees (GARs): 7,300-7,500 Privately Sponsored Refugees (PSRs): 3,300-4,500 Protected Persons In-Canada: 7,000-9,000 Dependants Abroad: 6,000-6,200	Mostly met	In 2009, Canada exceeded the upper end of its total resettlement refugee targets, providing permanent residence to 7,425 GARs and 5,036 PSRs. In addition, 7,204 protected persons were offered protection in Canada. The number of dependants abroad fell short of target, with 3,181 persons granted residence, due to lower landings of protected persons in Canada.[30]

[28] More information on CIC's Refugee Program can be found at **www.cic.gc.ca/english/department/paa/activity-04.asp**.

[29] More information on the Convention refugees can be found at **laws.justice.gc.ca/eng/I-2.5/20100728/page-4.html?rp2=HOME&rp3=SI&rp1=Immigration%20and%20Refugee%20Protection%20Act&rp4=all&rp9=cs&rp10=L&rp13=50**.

[30] Source: Citizenship and Immigration Canada, *Facts and Figures 2009*. For more information, please consult **www.cic.gc.ca/english/resources/statistics/menu-fact.asp**.

Performance Analysis

In 2009-2010, CIC continued to protect those in need, both in Canada and overseas, while protecting the health, safety and security of Canadians. As well, the Department continued to work with partners to ensure that its programs are being delivered efficiently and effectively while developing policy and program options to streamline the current in-Canada asylum system while effectively managing the resettlement program.

To deal with rising numbers of refugee protection claims over the past few years, CIC took significant measures: repealed one of the exceptions under the Canada-U.S. Safe Third Country Agreement,[31] imposed a visa requirement for nationals of Mexico, and reimposed a visa requirement for nationals of the Czech Republic. Canada's refugee claim intake has declined since these measures were introduced in July 2009.

In total, Canada received 33,235 refugee protection claims across the country in 2009, a reduction of 10 percent over 2008. The top five source countries for refugee claims in Canada during 2009 were Mexico, Hungary, Colombia, Czech Republic and People's Republic of China, accounting for 48 percent of all refugee claims in Canada. The July 2009 measures have reduced the number of asylum claims received and have eased pressure on the system. In addition, during the last year, CIC took significant steps to manage vacancies at the Immigration and Refugee Board (IRB) to improve productivity. Despite the changes, processing times at the IRB remain long. While effective in the short term, these measures do not provide a sustainable or appropriate solution to the current system's challenges.

To advance asylum program effectiveness and the integrity of North American asylum systems, Bill C-11, the *Balanced Refugee Reform Act*,[32] was introduced in Parliament on March 30, 2010, to reform Canada's asylum system. The changes contained in Bill C-11 will result in faster protection decisions and quicker removals of failed refugee claimants. All eligible refugee claimants will continue to receive a full and fair hearing by the IRB based on their individual circumstances.

With regard to the resettlement program, Canada continued to follow through on its multiyear commitment to resettle up to 5,000 Bhutanese refugees and 12,000 Iraqis as part of multilateral exercises.

Although CIC had planned to complete a program evaluation of the Government-assisted Refugees and the Resettlement Assistance Program, work did not begin in 2009-2010. The evaluation is planned for 2010, with results to be reported at the end of 2010–2011. CIC did extend the terms and conditions of the Resettlement Assistance Program to ensure continuity of services.

As part of ongoing work to improve resettled refugees' outcomes, CIC consulted with refugee stakeholders, domestic service providing organizations, the International Organization for Migration and the UNHCR. This engagement will inform broader departmental efforts to develop pan-Canadian indicators to measure success in the future. It will also assist in developing client-centred Canadian Orientation Abroad materials, leading to improved understanding of Canadian values and culture, and settlement needs assessment tools. Settlement needs assessment tools capture information about health conditions that may affect the settlement experience; these tools are currently being piloted in two countries. The information gathered is shared with appropriate agencies on arrival of the refugees to improve settlement outcomes.

Finally, CIC engaged with Canadian academics and NGOs to discuss Canada's approach to refugees in protracted situations. Increased understanding of these situations is now being used to inform CIC's work in this area.

Lessons Learned

Negotiating exit permits for individuals out of Pakistan, Thailand and Turkey has proved time consuming and, in some cases, unsuccessful. Delays in departures of previously selected Karen refugees out of Thailand necessitated reallocation of refugee targets to other missions. To address this issue, clear guidelines have been issued to applicants about the requirements to be met in some of these regions, particularly Thailand.

With over 11 million refugees under direct UNHCR care and complex operating environments, choosing which refugees to focus CIC's resettlement program on is challenging. CIC needs to ensure wait times do not lengthen and that Canada can maintain some flexibility to respond to emerging crises. To do so, the Department collaborates with the UNHCR to advise in advance how many new persons may be referred to meet objectives for the following year. Refugee stakeholders were included for the first time in public consultations on

[31] For more information, please consult **www.cic.gc.ca/english/department/laws-policy/menu-safethird.asp**.
[32] For more information, please consult **www.cic.gc.ca/english/refugees/reform.asp**.

immigration levels and mix in June 2009 and helped inform the Department's approach to target setting for resettled refugees for 2010. Continued engagement of refugee sponsors in Canada will be critical to ensuring Canada's resettlement objectives can be met effectively in the future. Shrinking humanitarian space may also need to be considered when planning locations from which Canada is able to operate in safety.

Measuring success requires ongoing collaboration among various sectors. Discussions in 2009 with stakeholders revealed that many engaged in refugee settlement already conduct extensive performance measurement activities. Agreement on which indicators are the most efficient and effective measure of refugee outcomes, combined with coordinated data collection, will minimize the reporting burden on private citizens and service providers, as well as streamline the data collection process.

Benefits for Canadians

CIC's involvement in international fora, such as the UNHCR Standing Committee and Executive Committee meetings, helps maintain its ability to share insights and experience on refugee issues, demonstrate leadership, and strengthen networks with other states and key stakeholders.

STRATEGIC OUTCOME 3: Successful integration of newcomers into society and promotion of Canadian citizenship

The successful settlement and integration of newcomers is an important objective of CIC. To maximize the economic, social and cultural benefits of immigration, newcomers must be able to participate fully in Canadian society and have access to the quality of life in Canada. As immigrants and refugees seek to overcome challenges specific to settling in a new country, settlement programming provides support to maximize newcomers' potential and realize their aspirations, eventually leading to their full integration into Canadian society, including citizenship. CIC's vision for effective integration involves a commitment, along with key partners, to deliver the highest-quality settlement, immigration, citizenship and multiculturalism programs that are efficient and responsive to community needs. Resettlement assistance provides additional supports in the early stages of resettled refugees' introduction to life in Canada, further maximizing their longer-term integration into Canadian society. In Canada, welcoming newcomers and assisting with settlement and longer-term integration is a shared effort that demands partnerships among the federal government, provinces, territories, employers, service providers, community organizations and others.

CIC's Multiculturalism Program aims to better support the integration of newcomers into Canadian society through three new objectives: building an integrated, socially cohesive society; improving the responsiveness of institutions to the needs of a diverse population; and actively engaging in discussion on multiculturalism and diversity at the international level.

The acquisition of citizenship is a significant step in the integration process of newcomers. Granting citizenship to eligible applicants provides established newcomers with the full range of rights of Canadian citizenship, and encourages them to fulfill the responsibilities of citizenship. Citizenship acquisition also fosters a greater sense of belonging to Canada for newcomers, and allows them to share a broader sense of citizenship with all Canadians. CIC continuously strives to enhance the meaning of Canadian citizenship, protect its value, promote civic participation and encourage the expression of Canadian citizenship. Through its Citizenship Action Plan, CIC is seeking to further promote citizenship and strengthen the value and meaning of citizenship. As part of the Action Plan, CIC released a revised citizenship study guide: *Discover Canada: The Rights and Responsibilities of Citizenship* in 2009.[33] This guide provides newcomers and all Canadians with fundamental information about Canada and Canadian citizenship. The Action Plan also aims to enhance the integrity of the citizenship program by ensuring that citizenship applicants meet legislative and regulatory requirements before being granted citizenship.

[33] For more information, please consult **www.cic.gc.ca/english/resources/publications/discover/index.asp**.

Program Activity 5 – Integration Program[34]

2009-2010 Financial Resources ($ Millions)

Planned Spending	Total Authorities	Actual Spending
921.5	975.6	965.7

Human Resources (Full-time Equivalents)

Planned	Actual	Difference
400	343	57

Explanation of change: Total authorities increased by a net amount of $54.1 million over planned spending, primarily due to additional funding through Supplementary Estimates for the Settlement Program.

Actual spending was $9.9 million less than total authorities, primarily due to lower than planned Settlement Program operating costs.

Expected Result

Newcomers contribute to the economic, social and cultural development needs of Canada

Performance Indicators	Targets	Performance Status	Performance Summary
Labour market participation– Employment rate compared to Canadian average after five years and after 10 years	Improvement in participation rate relative to Canadian average by 2012	Somewhat met	Labour Force Survey data show that the employment rate of recent and established immigrants declined relative to Canadian-born individuals. This observation is in the context of Canada's 2009 economic downturn, which affected employment rates of all Canadians and recent immigrants (those in Canada for 5-10 years). For the latter, the employment rate declined by 2.2 percentage points from 64.2 to 62.0 between January 2009 and January 2010. Established immigrants (those in Canada for 10 years or more) saw only a slight decrease in employment rates over the same period, dropping by 0.7 percentage points from 54.9 to 54.2. For Canadian-born individuals, the employment rate fell from 64.2 to 62.6.[35]
Increased participation in federally funded settlement and integration programming	Maintenance or improvement in settlement programming participation rates compared to 2008-2009	Met all	In 2009-2010, the number of interventions for newcomers increased more than 10% over the number of interventions in 2008-2009. Through the Settlement Program: • 56,823 newcomers received language training (an increase of 792); • 155,019 services of translation or interpretation were delivered (an increase of 21,960); • 133,397 newcomers accessed general settlement services[a] (an increase of 14,404); • 33,257 newcomers accessed services directly related to labour market access[b] (an increase of 3,978); and • 8,292 newcomers participated in activities to be better connected to their communities (an increase of 2,568). This does not include settlement interventions in provinces where CIC is not responsible for providing settlement services (Quebec, Manitoba and British Columbia).

a Examples of general settlement services include port of entry reception, initial assessment of needs, information and orientation, referrals to community resources, and solution-focused counselling.

b Examples of services directly related to labour market access include help with networking, résumé writing, interview skills, enhanced occupation-specific language training, and other forms of employment assistance.

[34] More information on CIC's Integration Program can be found at **www.cic.gc.ca/english/department/paa/activity-05.asp**.

[35] Source: Statistics Canada, Labour Force Survey (LFS) April 2010. For more information on the LFS, please consult **www40.statcan.gc.ca/l01/cst01/other/lfs/lfsintro-eng.htm**.

Performance Analysis

CIC's responsibilities in relation to settlement, integration, citizenship and multiculturalism require sustained attention to settlement programming policy, delivery and governance to support newcomers' longer-term economic, social, cultural and civic integration, and encourage optimal intergovernmental cooperation. In 2009-2010, CIC worked with key partners to support an integrated and socially cohesive society.

To facilitate newcomers landing in Canada, CIC funded in-person predeparture orientation sessions. Third parties delivered these sessions to 14,843 individuals in 2009-2010 (13,800 through Canadian Orientation Abroad, and 1,043 through the Active Engagement Integration Project). CIC is also establishing an overseas settlement strategy to frame immigrants' orientation needs and CIC's programming priorities regarding pre-arrival services offered to immigrants.

In 2009-2010, the Department initiated an exercise to substantially revise and update the settlement-related information CIC provides to newcomers on-line, in print and in person. This exercise is based on evidence from research and surveys relating to newcomers' information needs, and on consultations with government departments and agencies, and experts such as academics and senior representatives from immigrant-serving organizations.

In 2009-2010, an increasing number of newcomers received language training classes delivered by service provider organizations.[36] In addition, to develop new tools and services that improve participant involvement, a pilot project to test language training vouchers for newcomers was established in October 2009 as an alternative delivery method for improving newcomer participation in CIC-funded language training and other settlement services. The pilot will continue until January 2011.

The Department began enhancing language assessment within the Settlement Program by developing a standardized test based on the Canadian Language Benchmarks.[37] In collaboration with the Ontario government to establish a single coordinated language assessment and referral system for all newcomers to Ontario, CIC designed a field test to investigate the use of new methods of measuring student progress within Language Instruction for Newcomers to Canada (LINC).

Additional support was provided to teachers within the Settlement Program through expanded professional development opportunities, the creation of new learning objects for on-line teaching, and the dissemination of teaching materials and classroom activities for all LINC levels. CIC also strengthened its French language programming by introducing a comprehensive placement tool, the "Batterie de tests de classement", and by piloting classes on-line for "Cours de langue pour les immigrants au Canada".

Funding for the Welcoming Communities Initiative (WCI) continues under the terms and conditions of the modernized Settlement Program, following the sunset of Canada's Action Plan Against Racism in March 2010.

This year CIC undertook summative evaluations of the LINC program, the WCI, the Immigrant Settlement and Adaptation Program, the Host Program, and the Going to Canada Immigration Portal. Results of these summative evaluations will be available over the course of 2010-2011. The LINC program evaluation was completed in 2009; the other evaluations are still under way. An internal audit of the administration of Settlement programming was undertaken in 2009. The audit included three lines of enquiry: governance framework, performance measurement framework and internal controls. The report and management response were approved in spring 2010.

In 2009-2010, the Department continued the development of a performance measurement strategy for settlement programming. CIC worked with provinces and territories to develop a common set of performance measures that supports the comparable assessment and public reporting of program and newcomer results.

National consultations were held with the Settlement Program sector to support a more focused, outcomes-based approach to settlement and longer-term integration, and to ensure a smooth transition to the new programming approach. As well, CIC consulted with provinces on joint delivery of labour market services to newcomers.

On February 18, 2010, the expansion of overseas services for the Foreign Credentials Referral Office was announced. As a result, beginning in fall 2010, the in-person orientation services will provide comprehensive foreign credential recognition and labour market information, as well as referrals to settlement services, to prospective immigrants in the Federal Skilled Worker and Provincial Nominee Program categories and their spouses and working-age dependants.

[36] These classes were offered through CIC's Language Instruction for Newcomers to Canada, Cours de langue pour les immigrants au Canada, Occupation-specific Language Training, Formation linguistique axée sur les professions, Enhanced Language Training, and Cours de langue de niveau avancé.

[37] For more information on Canadian Language Benchmarks, please consult: **www.language.ca**.

In 2009-2010, CIC continued the implementation of the 2006 *Strategic Plan to Foster Immigration to Francophone Minority Communities*[38] by building partnerships with its federal, provincial, territorial and community partners through the CIC-Francophone Minority Communities Steering Committee and other means. Settlement services were reinforced by funding more than a hundred contribution agreements, an additional 24 compared to last year. CIC collaborated with the Réseau de développement économique et d'employabilité to pilot creation of a multiple-occupation job bank and to study enterprises' capacities and needs with regard to the hiring of immigrants. CIC further contributed to the implementation and consolidation of Francophone immigration networks in most provinces and territories, providing for better coordination on immigrant integration and retention issues. Program visibility was enhanced by updating the CIC website on Francophone immigration outside Quebec.[39] Finally, CIC continued to invest in research with the *Statistical Portrait of the French-Speaking Immigrant Population Outside Quebec* (1991-2006)[40] report commissioned to Statistics Canada, and with its contribution to the National Metropolis pre-congress on Francophone immigration.

In line with the Federal Policy on Transfer Payments and with commitments made in previous evaluations of the Resettlement Assistance Program and the Private Sponsorship of Refugees Program, consultations were undertaken with refugee stakeholders and service-providing organizations. This engagement will inform broader departmental efforts to develop pan-Canadian indicators to measure success in the future.

The Canada–B.C. agreement was renewed for five years, with an improved accountability framework added to the agreement. The *Canada–Ontario Immigration Agreement*[41] (COIA) was extended until March 2011; the theme of labour market access was added to the mandate of the COIA Settlement and Language Training steering committee.

Lessons Learned

There continue to be challenges in transitioning settlement programming to a modernized, outcomes-based approach. Corrective action in the form of regional consultations with the Settlement Program sector and the development of an advisory committee with sector participation were put in place to address these challenges.

A formal evaluation of the LINC program underlined the need for CIC to have a tool designed to precisely measure language achievement. In 2010-2011 the Department will undertake the development of new assessment tools to measure and report on language learning progress and client outcomes.

Benefits for Canadians

Immigration remains fundamental to Canada's ongoing growth and prosperity. CIC's Integration Program is an integral part of Canada's immigration system and contributes to creating an integrated society. In fulfilling its mandate to address newcomers' needs, CIC's Integration Program helps them to realize their goals and make enduring contributions to their new communities and to Canadian life. The successful settlement of newcomers influences their long-term success in Canada and, ultimately, has an impact on all Canadians. Newcomers' participation and contributions help enrich Canada's society, economy and communities, to the benefit of the country's prosperity.

[38] For more information, please consult **www.cic.gc.ca/english/resources/publications/settlement/plan-minorities.asp**.
[39] For more information, please consult **www.cic.gc.ca/francophone**.
[40] For more information, please consult **www.statcan.gc.ca/bsolc/olc-cel/olc-cel?catno=89-641-X&lang=eng**.
[41] For more information, please consult **www.cic.gc.ca/english/department/laws-policy/agreements/ontario/ont-2005-agree.asp**.

Canada's Economic Action Plan[42]

CIC's Foreign Credentials Referral Office[43] (FCRO) received $7.3 million, of which $3 million was dedicated to grants and contributions in 2009-2010, under Canada's Economic Action Plan (CEAP). Investments in three areas all involved promoting labour market integration of newcomers to Canada, a key objective of the program.

Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications

CEAP included a commitment to support CIC and HRSDC's Foreign Credential Recognition Program by developing a framework in collaboration with the provinces and territories. The Framework provides a common approach for timely, consistent, transparent and fair assessment and recognition processes of foreign credentials, as well as clear pathways for target occupations, beginning overseas where feasible. It is part of the process to improve foreign credential recognition (FCR) in Canada so that internationally trained individuals can more quickly and effectively integrate into the Canadian labour market, at levels commensurate with their skills and experience. The governments announced the Framework on November 30, 2009, and phased implementation began with 10 target regulated occupations.[44] All governments will monitor and report on the Framework's implementation.

FCRO Overseas Strategy

As part of the Framework implementation, CIC is the federal lead on FCR initiatives overseas that provide pre-arrival support to prospective immigrants. On February 18, 2010, the Minister announced the expansion of these overseas services to address the needs of a broader group of prospective immigrants,[45] including those in the Provincial Nominee Program category, as well as the spouses and working-age dependants of both federal skilled workers and provincial nominees.

Pan-Canadian Information Centre

This web-based platform will support the needs of partners and stakeholders by showcasing successful practices on FCR for both regulated and non-regulated occupations. This one-stop information site for FCR initiatives will give Canadian organizations the opportunity to leverage and capitalize on promising practices across Canada to help strengthen their FCR knowledge base.

Various stakeholders were consulted in the development and enhancement of the prototype. The first phase is expected to be launched in December 2010, followed by the second phase in 2011-2012.

[42] For more information, please consult **www.actionplan.gc.ca/initiatives/eng/index.asp?mode=5&initiativeID=76**.

[43] For more information, please consult: **www.credentials.gc.ca**.

[44] The regulated occupations are architects, engineers, chartere accountants, certified management accountants, certified general accountants, medical laboratory technologists, occupational therapists, pharmacists, physiotherapists and registered nurses.

[45] For more information, please consult **www.cic.gc.ca/english/department/media/releases/2010/2010-02-18.asp**.

Program Activity 6 – Citizenship Program[46]

2009-2010 Financial Resources ($ Millions)

Planned Spending	Total Authorities	Actual Spending
27.3	78.4	62.1

Human Resources (Full-time Equivalents)

Planned	Actual	Difference
285	696	(411)

Explanation of change: Total authorities were $51.1 million higher than planned spending, primarily due to funding transferred through Supplementary Estimates for the Multiculturalism Program and temporary resources provided to address citizenship backlog pressures.

Actual expenditures were lower than total authorities by $16.3 million, due to lower than planned expenditures in the Multiculturalism Program and Community Historical Recognition Program grants and contributions programs.

Expected Result

Citizens' full participation in Canadian society

Performance Indicators	Targets	Performance Status	Performance Summary
Number and percentage of people who take up citizenship from permanent residence	Maintain or improve on current rate of 85% of permanent residents who become naturalized citizens	Met all	Canada continues to maintain a high level of naturalization among eligible newcomers. According to the most recent Census data (2006), 85% of eligible newcomers became Canadian citizens.
Number of citizenship grant and proof applications processed–positive and negative decisions	Minimum of 170,000 grants and 38,000 proofs	Mostly met	In 2009, approximately 164,750 applications for grant of citizenship[a] and over 75,450 applications for citizenship certificates (proof of citizenship)[b] were finalized. The number of grants finalized include over 156,250 individuals who became Canadian citizens.

a These include grant applications that were approved, refused and closed for other reasons (e.g., withdrawal, abandonment).

b The number of proof applications that were refused or closed for other reasons was not available at the time of this report.

[46] More information on CIC's Citizenship Program can be found at **www.cic.gc.ca/english/department/paa/activity-06.asp**.

Performance Analysis

Throughout 2009-2010, CIC implemented its Citizenship Action Plan, a set of integrated initiatives that aim to improve the integrity of the Citizenship Program and strengthen the value and meaning of Canadian citizenship by increasing civic memory, civic participation and sense of belonging to Canada.

CIC introduced a new citizenship study guide *Discover Canada: The Rights and Responsibilities of Citizenship* and associated knowledge test that have greater focus on Canadian history, institutions and values, as well as the rights and responsibilities of citizenship. *Discover Canada* has been well received across the country.[47]

Amendments to the *Citizenship Act*[48] that received royal assent in 2008 were implemented in April 2009. To support effective implementation and client service, CIC developed supporting regulations, information system changes, application kits and forms, training materials, communication products, and policy and program manual updates. CIC undertook proactive, web-based outreach to connect with stakeholders and members of the groups affected by the new law. CIC also reached out to those affected who may not have had Internet access, through partner department channels.

As citizenship legislation is complex, an on-line self-assessment tool was implemented early in 2009-2010 to coincide with implementation of the legislative amendments to assist with client service.

The Citizenship Program continued to develop a stronger evidence base to measure various dimensions of program performance. To that end, CIC completed a public opinion research study containing various citizenship-related questions, and is also working toward modernizing its performance reporting by next fiscal year, which includes a set of new performance indicators.

In January 2010, a decision was taken to address fraud in the Citizenship Program and make this a high priority. A citizenship fraud action plan was drafted in February 2010 and progress has been made on a number of elements identified in this plan.

The 2009 target for processing grants was not met, and is lower than the number of applications processed in 2008 and 2007. Various factors have led to the decrease in processing of grants from prospective new citizens in 2009. Referrals from the case processing centre in Sydney to the local offices decreased in 2009. In preparation for a new citizenship test, near the end of the year, some local offices focused on reducing their testing inventory, which may have reduced the number of ceremonies. There were also facility challenges in 2009 that have been resolved but which played a factor.

Processing capacity for grant applications remains at 170,000 while annual application intake averaged almost 232,000 between 2007 and 2009. In the 12-month period ending December 31, 2009, 80 percent of grant applications were being processed within 14 to 19 months.

CIC was able to exceed targets for proof processing (issuance of citizenship certificates to existing citizens) in 2009 due to $3.5 million in additional funding received through the 2009-2010 Supplementary Estimates.[49] In the 12-month period ending December 31, 2009, 80% of proof applications were being processed within 10 months for applications from within Canada and 14 months for applications from outside Canada. Pressures on citizenship certificate processing remain, as annual application intake averaged over 57,250 between 2007 and 2009, and, without additional funding, annual capacity for processing certificates would return to 38,000 applications. However, with the remaining additional funding as well as a departmental funding reallocation, the 2009 processing capacity will be maintained in 2010.

CIC will continue to explore measures to address capacity issues as a result of the growing inventory of applications for citizenship and citizenship certificates, including measures to streamline processing using web-based tools.

Other pressures on grant processing are a result of initiatives to ensure better program integrity and to protect the value of Canadian citizenship, including:

- a new citizenship test based on the new citizenship study guide *Discover Canada: The Rights and Responsibilities of Citizenship*;[50]
- initiatives to standardize language assessment and to provide judges and officers with related tools; and
- measures to combat residency fraud.

In 2009-2010, three new objectives were approved for CIC's Multiculturalism Program. In support of these objectives, the program provides financial support (through grants and contributions) to projects and initiatives that help to build an integrated society by promoting intercultural understanding; fostering citizenship, civic memory and respect for core democratic values; and promoting equal opportunity for individuals of all origins.

[47] *Discover Canada* is in its sixth printing and, to date, approximately 300,000 printed copies of the guide have been distributed with on-line and audio version downloads further increasing the reach of the guide.

[48] For more information, please consult **www.cic.gc.ca/english/department/media/releases/2009/2009-04-17.asp**.

[49] This amount excludes $1.0 million for employee benefits and accommodation reserve related to this initiative.

[50] For more information, please consult **www.cic.gc.ca/english/resources/publications/discover/index.asp**.

CIC contributed to an international policy dialogue on issues related to multiculturalism and diversity, which includes working with international institutions. In 2009-2010, Canada became the 27th member of the Task Force for International Cooperation on Holocaust Education, Remembrance, and Research. CIC also supported a number of other international fora that combat Anti-Semitism and promote resolution of issues related to the Holocaust, such as seized assets and education.

In 2009-2010, 19 community-based commemorative and educational projects were funded under the Community Historical Recognition Program (CHRP), for a total of $1.9 million. The CHRP's third and last request for proposals closed April 1, 2010, with 45 eligible proposals received.

In 2009-2010, the Minister, on behalf of the Government of Canada, designated 2010 as the Year of the British Home Child in Canada. In doing so, the Government of Canada made a powerful statement about the importance of these children's personal and collective experiences, and their place in Canada's history. It also reinforced the government's efforts to recognize historical policies that are inconsistent with the values of Canadians today.

Canada's Action Plan Against Racism completed its first five years of operation on March 31, 2010, and a horizontal evaluation was initiated. In 2009-2010, hate crime statistics for 2008 were released. Progress on results achieved will continue to be reported in the *Annual Report on the Operation of the Canadian Multiculturalism Act*.[51]

Lessons Learned

For the Citizenship Program, the Department reviewed[52] the tools it uses to enforce the regulatory requirement associated with language proficiency of adult applicants and identified the need for standardized assessment tools. As a result, the Department plans to use standardized language assessment tools in 2010-2011.

Lessons learned through Canada's Action Plan Against Racism include a need for more comprehensive information on individual initiatives undertaken by government departments. To move toward this, questions were added to the Multiculturalism Annual Report to capture a snapshot of current Government of Canada activities.

Unanticipated lengthy time frames for the approval process for the Multiculturalism Program grants and contributions, particularly concerning financial assessments, resulted in delays for approval, late start dates for projects, withdrawals by applicants and delayed payments. Corrective actions already in place include engaging dedicated financial staff, establishing priorities and protocol for program/finance interface, tighter control of time lines, closer monitoring of files, and managing of expectations of applicants and recipients.

Benefits for Canadians

The acquisition of citizenship is an important step in the integration process of newcomers. Granting citizenship provides newcomers with the full range of rights as Canadian citizens thus allowing for fuller participation in Canadian society. Canada has one of the highest naturalization rates in the world, which is a strong indicator of the recognition of the value of citizenship. According to the 2006 Census,[53] the majority of foreign-born people who were living in Canada and were eligible for Canadian citizenship chose to become Canadians. In 2006, 85.1 percent of eligible immigrants had acquired Canadian citizenship.

[51] For more information, please consult **www.cic.gc.ca/english/resources/publications/multi-report2009/index.asp**.
[52] Please note that this review was different from the LINC program evaluation.
[53] More information on the 2006 Census of Canada can be found at **www12.statcan.ca/english/census/index.cfm**.

Program Activity 7 – Internal Services

2009-2010 Financial Resources ($ Millions)

Planned Spending	Total Authorities	Actual Spending
129.3	204.7	204.7

Human Resources (Full-time Equivalents)

Planned	Actual	Difference
1,091	1,329	(238)

Explanation of change: Total authorities were $75.4 million higher than planned spending, due to funding provided through Supplementary Estimates for information technology (IT) infrastructure, collective agreements and other salary-related costs, and due to transfers from other program activities. Included in Internal Services is spending for IT projects, such as the Global Case Management System, which relate to other program activities, but are reported under Internal Services.

Performance Analysis

In 2009-2010, CIC undertook work to improve management practices and capacity in several areas:

- CIC implemented a new approach toward planning and performance measurement to strengthen management oversight. CIC undertook a comprehensive redesign of its Program Activity Architecture (PAA) and Performance Measurement Framework,[54] which has positioned the Department to entrench an outcomes-based approach to departmental activities such as planning, policy development, evaluation, reporting and research. While the revamped framework will come into effect in 2011-2012, the recent departmental 2010-2013 Integrated Corporate Plan is based on the new PAA. Management oversight was also strengthened this past year through newly instituted quarterly reviews of performance against business commitments.
- CIC initiated an Internal Service Quality Program. CIC's internal service providers developed service standards for an initial set of high-volume services to tell staff what they can expect in a framework of accountability and transparency. Performance against these standards will be reported quarterly. Work is under way to look at the full suite of internal services and determine what other service standards should be implemented. CIC also laid the groundwork for conducting client satisfaction surveys on internal services to determine where improvements are needed. Based on this performance information, CIC will be developing service improvement plans for internal services to better enable CIC staff to deliver quality external services.
- As part of the commitment to institute a systematic approach to project management, the Department created an Enterprise Project Management Office to promote the use of an enterprise approach and project governance structure. All CIC projects now adhere to a common enterprise Project Management Framework and follow project management best practices. This Framework provides a standardized stage gate process that requires the achievement of key deliverables before a project proceeds to the next stage. Adherence will be supported through enterprise-wide mechanisms and tools such as: a Project Management Handbook, a Process Guide, standardized project documentation templates, a monthly project status reporting process, an enterprise project management tool, and a highly successful Department-wide learning program. Recently the Department was recognized for significant improvements in project management by Treasury Board Secretariat.
- A Procurement Planning and Contract Review Committee (PPCRC) was established in February 2010 to ensure that procurement aligns with plans, investments and priorities of the Department. The PPCRC reviews, monitors and approves procurement strategies for all requirements that have potential inherent risks associated with Treasury Board regulations, policies and legislation.

Lessons Learned

Recognizing opportunities to strengthen accountability, CIC established a functional authorities action plan in 2009-2010 to formalize its approach to ensuring quality internal services. Those in CIC who are responsible for implementing Treasury Board management policies, such as human resources, finance, evaluation and information management, have implemented several initiatives to clarify the role of functional authorities at CIC. The aim is to strengthen overall accountability; to update, consolidate and simplify internal rules where possible; and to deliver high-quality internal services to employees. Progress on the action plan is tracked and reported regularly to the Department's Management Accountability Committee.

[54] In August 2010, the new PAA and Performance Measurement Framework were approved by the Treasury Board President.

SECTION III — SUPPLEMENTARY INFORMATION

Financial Highlights

The financial highlights presented within this Departmental Performance Report are intended to serve as a general overview of CIC's financial position and operations. CIC's unaudited financial statements are prepared in accordance with accrual accounting principles and, therefore, are different from the information published in the Public Accounts of Canada, which are prepared on appropriation-based reporting. The detailed unaudited financial statements of the Department can be found on CIC's website at: **www.cic.gc.ca/english/department/programs.asp**.

Condensed Statement of Financial Position (Unaudited)		2010	2009 (restated)
At March 31	% Change	(in thousands of dollars)	
Assets			
Financial assets	-1%	65,947	66,810
Non-financial assets	19%	190,624	160,019
Total	**13%**	**256,571**	**226,829**
Liabilities	9%	744,602	681,380
Equity of Canada	7%	(488,031)	(454,551)
Total	**13%**	**256,571**	**226,829**

The tangible capital assets comprise 70% ($181 million) of the total departmental assets.
Deferred revenues comprise over 53% ($394 million) of total liabilities.

Condensed Statement of Financial Operations (Unaudited)		2010	2009 (restated)
At March 31	% Change	(in thousands of dollars)	
Expenses	12%	1,796,058	1,605,742
Revenues	15%	465,841	404,410
Net Cost of Operations	**11%**	**1,330,217**	**1,201,332**

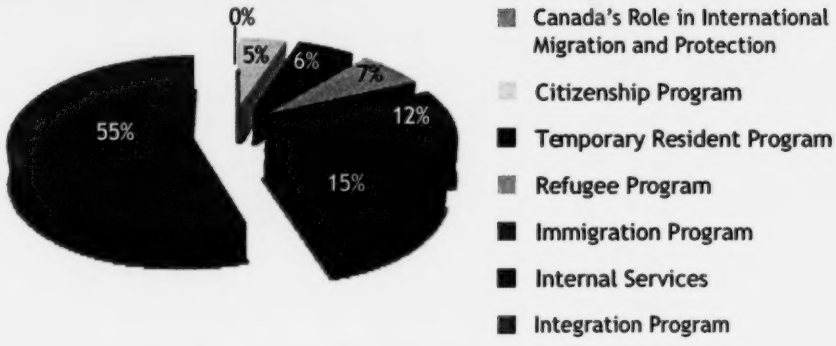
Total departmental expenses have increased by $190 million or 12 percent from $1.6 billion in 2008-2009 to $1.8 billion in the current year. This is mainly because of increases in:

- transfer payments (approximately $155 million) in direct program activities (e.g., Multiculturalism Program, Settlement Program, among others); and
- spending under the Interim Federal Health Program (approximately $26 million).

CIC has an important international presence for the delivery of immigration services to immigrants, visitors and refugees. In 2009-2010, $164 million was reported as being spent on the Department's behalf by the Department of Foreign Affairs and International Trade.

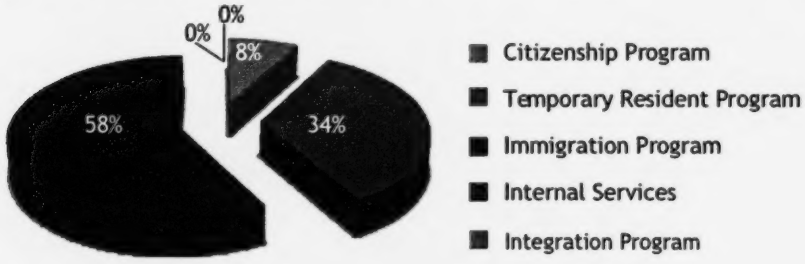
Across Canada, CIC also has a strong regional presence responsible for the delivery of citizenship, immigration and multiculturalism programs and services.

CIC's Expenses by Program Activity



Total expenses were $1.8 billion. Transfer payments comprise the majority of expenses (52 percent or $932 million) followed by employee costs, which include salaries and benefits (31 percent or $564 million).

CIC's Revenues by Program Activity



The total revenues were $466 million for services under the *Immigration and Refugee Protection Act* and the *Citizenship Act*.

Electronic Tables

The following tables can be found on the Treasury Board Secretariat website at **http://www.tbs-sct.gc.ca/dpr-rmr/2009-2010/index-eng.asp:**

- Sources of Non-Respendable Revenue
- User Fees
- Status Report on Major Crown/Transformational Projects
- Details on Transfer Payment Programs
- Up-Front Multi-Year Funding
- Green Procurement
- Response to Parliamentary Committees and External Audits
- Internal Audits and evaluations

Other Items of Interest

Health Risk Mitigation

As part of the selection process, CIC continued to screen applicants for medical conditions that are likely to be a danger to public health or safety, or are expected to cause excessive demand on health and social services. During 2009, CIC conducted approximately 545,000 immigration medical examinations. CIC found 1,295 applicants inadmissible on health grounds. Another 328 applicants were identified with active tuberculosis and completed appropriate treatment before they were deemed admissible to Canada.

In addition, CIC referred 6,933 applicants with medical conditions of public health significance to provincial and territorial public health authorities for medical surveillance on arrival in Canada.

CIC continued to coordinate with the provinces, territories, and federal and international partners, and engaged its partners in a broader consultation on strategic and immigration health policy. The highlight of this coordination was the response to the earthquake in Haiti, where Canada implemented its health mitigation strategies in cooperation with international partners, including the United States of America.

The Interim Federal Health (IFH) Program continued to pay for health-care services for refugees, refugee claimants, and those detained under the *Immigration and Refugee Protection Act* who were not eligible for provincial health insurance and had no means to obtain health services. In 2009-2010, through a network of 18,000 registered health-care providers, the IFH Program covered approximately 127,000 beneficiaries generating over 750,000 claims.

The increase in the number of refugee claimants and the increase in the period of coverage as a result of longer processing times have historically exerted pressure on the costs of the IFH Program.

CIC continued to improve its predeparture and postarrival risk-management strategies. CIC engaged with the Public Health Agency of Canada in the development of an integrated predeparture health management policy. CIC began following new procedures for identifying refugees with health-related settlement needs to ensure appropriate selection of destinations and appropriate communication of health-related settlement needs to service provider organizations.

Several measures were also undertaken to strengthen accountability of the IFH Program.

CIC posted the request for proposals for the renewal of the medical claims administration contract, evaluated the resulting bids and awarded the new medical claims administration contract to Medavie Blue Cross on December 15, 2009. The new contractor will begin operations by January 2011.

Metropolis

CIC continued to support the work of Metropolis, an international network for comparative research and public policy development on migration, diversity and immigrant integration in cities in Canada and around the world. The Metropolis Project organized successful, large-scale national and international conferences and delivered highly focused, policy-relevant seminars and learning events that brought together policy makers, academics and non-governmental sector participants and enhanced the intellectual capacity of CIC on issues related to migration and diversity.[55]

[55] For more information on the Metropolis Project and its activities, please consult **www.metropolis.net**.

Research Activities

CIC continued to pursue objective and timely research to support informed decisions for policy and program development. Efforts focused on labour market responsiveness and economic indicators, language acquisition and literacy, citizenship and social integration, refugee sponsorship relationships, and the linkages across programs and immigration streams. In addition, CIC developed a comprehensive data policy to govern the sharing of information with stakeholders and ensure that requests are responded to in a comprehensive, consistent and effective manner. This work has led to better coordination and streamlined data provision to the provinces and territories, and to other partners and stakeholders. In October 2009, CIC presented its Research Plan 2009-2010 and the work continues in support of commitments outlined in the Plan.

Gender-Based Analysis

Under the *Immigration and Refugee Protection Act*, CIC is accountable to Parliament for conducting gender-based analysis (GBA) on policies and programs that relate to its wide-ranging mandate. CIC does so across all its policy and program areas, which include immigration, citizenship and multiculturalism.

To further the Department's past accomplishments, a renewed GBA unit was created this year to serve as a centre of expertise and oversee the renewal of CIC's strategic GBA framework. Recognizing the fundamental importance of research to GBA, the Metropolis Project continued to support the creation of the necessary evidence base. In doing so, GBA work of academic affiliates across Canada continues to be made available to CIC. The Department considered GBA and gender-disaggregated data in many of its programs and projects, including the Temporary Resident Biometrics Project, so as to better understand their impact on implementation.

In 2009-2010, the Department stressed in its flagship publications the importance of rights and responsibilities of citizenship, including respect for equality between men and women. CIC also undertook GBA to support the process that reviewed *Citizenship Act* provisions and the ongoing work on settlement programming, and has begun GBA of Ministerial Instructions (Bill C-50) to better understand their effect on gender balance in the Federal Skilled Worker Program in 2009. Further examples of these and other ongoing GBA activities can be found in the *Annual Report to Parliament on Immigration.*[56]

[56] For more information on the *Annual Report to Parliament on Immigration*, please consult **www.cic.gc.ca/english/resources/publications/index.asp#department**.